

SPECIAL ISSUE

CANADA'S WEEKLY NEWSMAGAZINE

NOVEMBER 20, 1995 \$3.50 ON DISPLAY UNTIL DECEMBER 11

# Maclean's

*The Fifth Annual Ranking*

# Universities

# 95





a fragrance for a man or a woman



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COME CHEAP.**



**BRILLIANT ONES  
COST A LITTLE MORE.**



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# Maclean's

CANADA'S WEEKLY NEWSMAGAZINE  
NOVEMBER 20 1995 VOL. 105 NO. 47

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Also right: students at Acadia

COVER PHOTO: ST. FRANCIS XAVIER COLLEGE, MARICOPA, ARIZONA. PHOTOGRAPH BY JONATHAN SKAGGS. STYLING: JONATHAN SKAGGS. HAIR: JONATHAN SKAGGS. MAKEUP: JONATHAN SKAGGS. DRESS: JONATHAN SKAGGS. JEWELRY: JONATHAN SKAGGS. SHIRT: JONATHAN SKAGGS. TIE: JONATHAN SKAGGS. SHOES: JONATHAN SKAGGS. BAG: JONATHAN SKAGGS. GLOVES: JONATHAN SKAGGS. HAT: JONATHAN SKAGGS. COAT: JONATHAN SKAGGS. JACKET: JONATHAN SKAGGS. PANTS: JONATHAN SKAGGS. SLACKS: JONATHAN SKAGGS. SHORTS: JONATHAN SKAGGS. SOCKS: JONATHAN SKAGGS. UNDERWEAR: JONATHAN SKAGGS. SHOES: JONATHAN SKAGGS. BAG: JONATHAN SKAGGS. GLOVES: JONATHAN SKAGGS. HAT: JONATHAN SKAGGS. COAT: JONATHAN SKAGGS. JACKET: JONATHAN SKAGGS. PANTS: JONATHAN SKAGGS. SLACKS: JONATHAN SKAGGS. SHORTS: JONATHAN SKAGGS. SOCKS: JONATHAN SKAGGS. UNDERWEAR: JONATHAN SKAGGS.



**SPECIAL ISSUE**

# The Fifth Annual Ranking Universities

# 95

It is the fifth annual ranking of Canadian universities. Maclean's presents an in-depth guide to what undergraduates are being offered across the country. With tuition threatening to skyrocket, every student needs to make an educated choice. And where are the jobs after graduation? Maclean's offers a comprehensive report on the hot job trends of the 1990s.

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## 53 HOT JOB TRENDS

The last career beats of the next decade, from environmental consulting to computer animation.

## 62 THE MACLEAN'S DIRECTORY

Vital statistics—from enrollment to tuition—at universities across Canada.



# BUILT FOR LAND, SEA AND AIR.

## The New Society

There was a small glimpse of the new Canada last week and it was not necessarily a pretty sight. Only 10 days after the referendum, the Quebec government announced the closure of five Montreal hospitals and four in the suburbs. The planners argued that Montreal will still have more beds per capita than cities such as Calgary. But the fact is that residents now will experience longer waits, reduced services and, ultimately, greater health risks. At night last week the government's decision, which followed



Schwartz, Sobchuk, Kaprielian, Steele, Dowsett Johnston, Dwyer, Dwyer, Legger: months of planning, negotiating for the 42-page university package

the recommendations of the regional health board, were allegations that the Parti Québécois selected the five hospitals for closing because they are so many that voted against the government in the referendum. As for the suburbs, the issue goes away.

The issue now stands a three-week strike of faculty members at the University of Montreal, which ended last week. The issue was the usual sharing of the pie. The university wanted to preserve the option of closing down whole faculties by eliminating job security provision and tenure. A compromise will allow faculty members a de facto veto over any unilateral decisions while the administration retains the right to decide the total level of cuts.

The annual *Maclean's* special issue on universities also underlines the changes that Canadian society now faces. Schools are having to consolidate programs, increase tuition fees and become more select-

ive, one in which services will be less uniform from place to place, where the wealthier institutions will be able to offer better services from the same costs. Robert Pichard, president of the University of Toronto—it placed first in the rankings of large schools—is an advocate of a hierarchical university system. Nothing that more students from affluent families are going to expensive U.S. institutions, he told *Maclean's*. "Universities like U of T must be permitted to provide a quality of education competitive with the best anywhere. It's grossly unfair if that future is denied to all but those who can spend \$40,000 a year to leave Canada." Welcome to the 90s.

*Robert Lewis*

## Newsroom Notes:

**UNIVERSITY RANKINGS:** Assistant Managing Editor Ann Dowsett Johnston and Research Editor Victor Dwyer began planning the current university ranking issue shortly after the fourth edition was published last fall. Questionnaires were sent out in July, and for four months Research Editor Dwyer scrutinized the responses. After interpreting the data, statistician Ross Anne Leonard produced the final ranking. Associate Editor Scott Steele in-

vestigated the changing job market, working closely with Brian Weber Fisher Kaprielian, while Photographer Chris Schwartz traveled the campus circuit. Associate Art Director Guido Sabatini oversaw the entire project, with Designer Eric Legge and others working nonstop on the 48-page package.

This year, 98 per cent of English-language universities are represented in the *Maclean's* ranking. With tuition threatening

to skyrocket and governments slashing funding, the survey has never been more important—a vital tool for every student.

But there will be no rest for the weary within four weeks. *Maclean's* will go to press with a 150-page University Guidebook, which will contain many features of the current issue, as well as comprehensive profiles of each school. The guidebook will be available on newsstands and in bookstores in mid-January.

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# LETTERS

## Referendum redux

In his speech following the results of the referendum, Quebec Premier Jacques Parizeau kept alluding to the notion that despite the narrow margin victory for the No side, Quebecers would still one day have their own country. Well, they already do. It's called Canada.

Tom Mitchell,  
Montreal

I feel like Canada has replaced Bill Murray in the Elm Grounding Day. We keep waking up in the same nightmare year after year.

Peter R. C. Rodal,  
Vancouver BC

Having just studied 300 years of Canadian history, I was surprised at the large role Quebec played in the formation of our country. It also opened my eyes to Quebec's needs and frustrations. Quite frankly, I fell in love with Quebec, and I am not alone: after the referendum's wake-up call, our numbers are growing quickly. As a Canadian, I believe in a united Canada with Quebec—but it is time for change. We must demand that there are elected provincial and federal representatives now.

Fred Pasick,  
Pittsford, NY

Regarding the referendum, it strikes me that the three-point issue who manufacture and disseminate in our various capitals have had their turn at it. What we need now is for ordinary Canadians/Canadians to have their turn. Why not form a Council of Canadians representative of the masses of our country? They would have as good a chance of bringing this country together as our overpaid and overrated politicians.

Jim Deason,  
Pittsford, Ont

Blat Québecois Leader Lucien Bouchard is a self-proclaimed, individualizing opportunist who is nothing short of a traitor to the citizens of this country, who are paying his very generous salary, providing his very generous perks and may end up paying his overly generous pension.

Bruce Wright,  
Calgary

Few people outside of Quebec are in favor of that province leaving Confederation, but neither are they any interested in perpetually being held ransom by a bunch of elitist abo-



Pre-referendum rally: Quebecers gathered to 'testify to their love for Canada'

lagues whose nihilism and personal agendas are whipped into a frenzy and adopted by many fellow-the-leader Quebecers. The people of Canada, firm believers in the play, simply will not tolerate anything less than equality and distinction for all. Period.

Larry Napolitano,  
Montreal, Quebec, Oct. 30

It seems that, all of a sudden, Canadians all over the country are recognizing that Quebec is a distinct society (by its language, culture and institutions). I hope Canada will remember that and not complain that Quebecers have "special privileges" that the rest of Canada doesn't have. They should rather accept that a distinct society does have special needs.

Gregoire Giroux,  
Ottawa

Isn't it true that laws were enacted to protect those who would let our country apart from existing for federal Parliament? Can you imagine any other country having elected parliamentarians, paid by taxpayers, whose avowed purpose is to dismantle their own country?

Arthur Porter,  
Horseshoe, N.S.

It is now apparent that Jacques Parizeau's Quebec does not include "money and ethics." It is probably just as well. When Quebec does separate, there will be little of either left in the new country.

Al Rajbert,  
London, Ont.

Duke Pearson's prediction that the Parti Quebecois "will likely have the vast majority No vote slanted in their favor" is a scary

example of how many people in English Canada refuse to take the separatists seriously. ("Why Quebecers will vote No," Column, Oct. 30). If we are to keep this country together, English Canadians will better stop fantasizing of Quebec and pool-pooling its concerns. If, as a Territories who moved to Quebec a few years ago, Bill Pearson's attitude frustrated, imagine how the francophones feel.

Robert Ann Young,  
Pittsford, Que.

I am somewhat dismayed at the distinction that appears to be made between Quebecers and Canadians in your editorial of Nov. 6 ("A time for calm"). You wrote that in the rest of the country, the Quebec referendum aroused a passion for Canada. I would like to point out that a passion for Canada was also aroused in Quebec. While the rally in Montreal received tremendous support from citizens from "the rest of Canada," the majority of people at the rally were Quebecers who had come to testify to their love for Canada. I hope Canadians from outside Quebec don't fall into the belief that all Quebecers are separatists.

Peter Sawicki,  
Montreal

## Homage to a hero

Soldier, statesman, peacekeeper, Prime Minister Yitzhak Rabin was murdered by his own ("A martyr to peace," World, Nov. 12). How utterly obscene. Let not this assassin's bullet return the Middle East to hell, we must put trust and understanding ahead of the gun of hatred. And as they bury a hero, say: "He work was done."

Stephen Cozans,  
Hape, B.C.

# It's true, a lot of lottery money is spent in warm climates.



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## LETTERS

### Cult following

Thanks for the revealing articles on the insidious racializations of Rev. Sun Myung Moon and his Unification Church ("Old Schreyer and the Moonies," Cover, Oct. 23). Many concerned Americans are wondering why the U.S. government hasn't deported the Divine Father back to Korea. As a former cult member, I can attest that the legacy of involvement with these cults is financial ruin, broken families and, often, mental derangement. While you, Canada, before you end up like the United States, with a cult on every corner.

James Burke,  
Northbrook, IL

### Kenyan politics

I enjoyed reading your article about Richard Leakey and Kenya ("A crusader for compassion," World, Oct. 30). I have travelled there frequently, leading tours, and I felt your article portrayed the situation much as I have seen it.

Mike Jackson,  
Victoria BC



New wedding of followers of Rev. Sun Myung Moon: insidious racializations

### 'In my shoes'

In her column "A great black hope for the U.S. presidency" (Oct. 20), Barbara Amiel expresses views that are deeply disturbing to me, both as a black man and as a Canadian. First, Amiel wrongly equates equal opportunity with equality. Getting the job is only half the battle. Second, I find her belief that racism is now dead in the United States to be naive and offensive. America is still racist, overtly and covertly. As is Canada. There will always be people like Amiel who wear

up and down that racism is dead, then proceed to perpetuate myths and stereotypes I invite her to walk a mile in my shoes.

Dominique Bond,  
Oshawa, Ont. M1

It is amusing to read that Barbara Amiel's prescription for curing the massive racial divisions plaguing the United States is to endorse *Mein Kampf*'s Contract with America, which Amiel tells us, is "constitutionally Jeffersonian democracy with a belief in individual equality." Thomas Jefferson didn't believe in racial equality.

## Nokia is part of Mark's program.



Mark Skaperis, President of Deltron Corporation



As a President of Deltron Corporation, the software inventor is like a producer who has the best-selling Windows PRO software. Mark Skaperis is always on the go. Whether it's to other offices in North America, or just to the cottage, Mark likes to stay in touch. That's why he relies on his Nokia cellular phone. No matter where he is, he can always network with his associates. But that's not the only reason Mark interfaces with Nokia.

With his company's reputation for user-friendly products, naturally Mark appreciates Nokia's simple to use features. Things like voice mail access, one-touch dialing of emergency numbers, large, bright display screen and a menu that's easy to use. As a person who usually needs to send a fax or two, he takes advantage of the fax/data capability, with Nokia's PCMCIA compatible cellular modem connector. It allows Mark to connect his laptop computer to his Nokia cellular phone so he can send or receive data or faxes anywhere there's cellular service.

Nokia cellular. For computer software creator Mark Skaperis, it's more than just a phone. It's an important piece of hardware.



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COLUMN



## There is nothing left to offer Quebec

BY BARBARA AMTEL

**T**hese days, Canada looks like a patient, lying effaced upon a table, supine. It is as if there is a whole range of civil behavior that psychiatrists keep under the heading of "borderline personality syndrome," when sufferers haven't yet slipped into mania but stumble along, combining reality and fantasy. Canada has some very high-profile patients.

Take Prime Minister Jean Chrétien: he believes himself to have turned overnight into a medium or psychic, e.g., his statement that he knows that 30 per cent or 60 per cent of those French-Canadians who voted Oui to Quebec sovereignty actually did not want sovereignty.

The statement is wishful thinking and insulting to those who voted Yes. While there is no question that Lucien Beauchard and Jacques Parizeau attempted to fudge the consequences of a vote for sovereignty, it is also true that a Yes vote would have clearly empowered them to negotiate it. By the day of the vote, any Quebecer who did not know this must have spent his life with his head in a paper bag.

Fellow sufferers of Crichton disease like to quote polls that claim to have discovered that some people who voted Yes didn't really mean it because they thought that they could still have it in Ottawa. This insistence that yes means no has long been recognized as a symptom of mental illness. The point is that everybody knew that by voting Yes they would not wake up the next morning in a different country, but having said that, the issue of what people were voting for is crystal clear...*seriously*

Some of the people who voted "Yes" may have believed that sovereignty did not carry a price tag. But this does not invalidate the way they voted. The fact is that in every election, we vote on great issues of state without a clue about the price tag. We vote for what we want and the price comes later.

Another symptom of Canada's borderline

*Either it separates—  
with its geography  
shrunk and with a deal  
to pay its debts—or it  
stays and accepts half  
a sovereigntist loaf*

personality disease is found in the hysterical reaction to Parfitt's remark that the election was lost because of "inanity and ethnic votes." This was called vile, vicious and racist. But it was a perfectly truthful remark—indeed, one of the few truthful remarks made during the referendum process. When truth elicits such a purple reaction, one knows that the mood of the Canadian body politic has lost touch with reality.

Let us be honest. We didn't need a referendum to discover that most English-speaking Quebecers and other non-French Quebecers didn't want sovereignty. We also know that Quebec's rich industries and large commercial institutions (both French and English) want lots for a No vote.

Parsons was frustrated because he wanted a referendum to demonstrate that a majority of French-Canadians were willing to go it alone. They are. This was a tribal or family question as he pointed out when he referred to "us" in his speech after the result. Since this was a question to one of Canada's two founding nations, he should have restricted the vote to that founding nation, namely to French-Canadians including those living outside Quebec. But Parsons is not interested in

French-Canadians who have assimilated in Thunder Bay, Ont., or on the Assiniboine River. Furthermore, Canada would have gone berserk if he had restricted the vote. He would have been told in no uncertain terms that all residents of Quebec should have the right to vote on the future of where they live. This is true of course, if the question is about the territory of Quebec; secondly, which makes the issue not a linguistic and cultural one, but a question simply of geography.

Our main readers are now self-identifying as "multicultural" called "change." We have had this medicine before, but never mind. Change is the keyword, no matter how many bottles and pills of it we have grunted in the form of those redemptive votes, several government commissions, countless parliamentary committees, scores of First Minister conferences, endless new beginnings and frequent patriotic songbooks that end with the chanting of *O Canada* in French (which translated has none of this knowing how to "stand as guard for thee" but rather gives the robust message that we "know how to wield the sword and carry the cross").

There is no more "change," we can give Quebec except nationhood. We have no more power to give the Quebecois than run the federal institutions for a long time. Brian Mulroney's infamous Meech Lake and Charlottetown accords corresponded handing virtually every major remaining Canadian institution—the Senate, the Supreme Court and the Bank of Canada—over to the control of the provinces. Even this was rejected by Quebec sovereigntists as inadequate.

Quebec and Canada have to live the bullet. Either Quebec goes, provision is made for it to pay its debts, the native peoples and the majority of Quebec residents who do not wish to secede remain Canadians and the geography of the new sovereign state is shrunk accordingly, or Quebec stays and accepts half a sovereignist loaf.

Myself, I think that the modern nation state cannot support multiculturalism, let alone multiculturalism. This is a shame, but the truth is a shame. Mindless forms of ethnic cleansing is the best we can hope for. Once upon a time, when societies were arranged on geographic principles such as religion or dynamic rate, lots of different countries and languages could live together, as in the Austro-Hungarian Empire or in the Holy Roman Empire. Today only homogeneity of language and culture seems to permit peaceful co-existence. No other country has tried to unite two cultures with such goodwill and success as Canada.

Switzerland is cited as the exception that proves the rule. It helps to be in the middle of the Alps, to have a highly civilized and sophisticated people and to have your raison d'être as the peaceful holiness for the world's cash. One ought to remember, also, that no matter how blended the multicultural life in Switzerland is said to be, if you ask some German and French Swiss what they think of the Italian Swiss, the answer—unambiguously—is that they are *worste*.

# UNIVERSITIES



## Measuring Excellence

*How to pare, and preserve,  
for a new generation?*

BY ANN DOWSETT JOHNSTON

**T**he year was 1956, and the Shapiro twins, then 20, were graduating from McGill University in Montreal, both with distinction. Harold had won the Lieutenant Governor's Medal for best academic record in commerce; Bernard was awarded the Alan Oliver gold medal for highest academic achievement in the faculty of arts—plus an invitation to study for a year in Paris. Instead, the brothers stayed home and went into the Chinese restaurant business, helping their father, Max, run the popular Ruby Foo's on Decarie Boulevard—with seating for 1,050, the largest Chinese restaurant in Canada. When Max died 18 months later, the two took the place over. In 1961, a customer bought them out and the twins picked up where they had left off, Harold heading to Princeton and Bernard to Harvard. Now, 34 years later, Harold is firmly ensconced as president of Princeton and Bernard has returned to his home town as principal of McGill. "I had no intentions of taking this on, but I love every minute of it," says Bernard Shapiro. "Still, my friends ask me, 'What does Lobster Cousseau have to do with running a university?'"

Nothing, perhaps—or everything. In the closing months of 1995, there is a distinctly Darwinian chill in the air, and the task of running a university is not for the inexperi-

PHOTO BY JEFFREY M. HARRIS

# YOUNG PERSONS

caned, the short-lived or the last of heart. For the first time in memory, Canadian universities are facing a profound financial crisis. Gone are the glory days of the Sixties, Seventies and Eighties, when tuition was so low it could be earned in half a summer, and parents rested easy, certain that all schools were created equal. Cash-strapped governments, both federal and provincial, have been lowering the ante. In three short years—1984 to 1987—Alberta universities will have lost one-fifth of their provincial funding. Within months, Ottawa will begin chopping \$7 billion from postsecondary education, health and social programs—with education at least certainly shouldering the lion's share. And in a matter of weeks, Ontario Premier Mike Harris will slash at least \$480 million from the budgets of colleges and universities. "The financial model of the past 50 years is simply collapsing," says Shapiro. "And university administrators are having to realize that there are no Swiss bank accounts."

Meanwhile, as the door begins to shut on funding, the "echo boom"—babies of the baby boomers—are heading into the home stretch of high school. Canada, which already supports the highest participation rate in postsecondary education in the Western world, is expecting that enrolment to increase the demand another 15 per cent over the next 10 years. And for that new crop of students, the forecast is grim: tuition will skyrocket, and they are the ones who will be footing the bill.

So, how are Shapiro and his fellow presidents planning to survive and prosper for that new generation? As a group, universities have begun to take their first adventure—some might say co-adventure—steps in working together. Like leading neighbors who finally agree to split the cost of a fence, they have begun to understand the economy of co-operation: sharing library purchases, cross-subsidizing faculty, pooling resources. Individually, every campus has made its compromises, both large and small. The University of Lethbridge recently ordered three modular high-tech classrooms from an Edmonton housing manufacturer at a cost of \$400,000—classrooms that "would have cost \$4 million if an architect had designed them," according to Lethbridge president Howard Tennant. "We don't need massive palaces to do our work in. Things that don't bleed, bleed."

Still, all universities are beset by much larger and more fundamental concerns. As Shapiro says: "There isn't a university in the world that can afford to be at the frontier at every field, and the choices are

wrenching." And as the crunch comes, and universities must choose what to keep and what to jettison, the differences between Canadian institutions are certain to become more pronounced than in the past. "Universities will get a lot less able, and you, there is some tough feeling out there," says Robert Prichard, president of the University of Toronto. "But we have to have the courage to embrace a new model. We should let autonomous, competitive institutions make their decisions, driven by their obligation to serve their students—in the full knowledge that if they fail, they will not survive."

Some argue that, in a more competitive market, students will become more powerful, voting with their feet if their needs are not met. Perhaps. But for the moment, there are a few missing pieces of the puzzle. The most significant being a financial aid package to offset the rise in tuition. In the academic year of 1993-1994, Canadian university students borrowed more than \$1 billion in federal student loans. And the number of food banks at Canadian universities and colleges has almost doubled in the past three years, rising from 25 to 55.

Whether the undergraduate becomes more powerful remains to be seen. Still, even in the darkest days of the 1980s, there are certain truths that endure. That, in the life of an undergraduate, the bits crumbles of possibility and responsibility will be transmuting; that the sheer luxury of opportunity will remain unmatched by most that follows in adult life. Decisions fuelled by too much coffee and too little sleep will, comically, end up being the right ones, and the byways of a seemingly unproductive afternoon will lead straight ahead, to an unimagined future. "It's one of the few means available," says Lorron Marudon, president of Wilfrid Laurier University, "to expand your life and your mind."

In that belief, Macdonald presents its fifth annual ranking of Canadian universities. This year's survey provides a comprehensive look at what is being offered to undergraduates at 59 universities across the country. More than ever before, students need to make the right choice—no find the accessible professor, the small class where they can learn and be heard. More than ever before, they need to pay attention to these details—not only because they will be asked to pay more, but because four years, or five or six, is a major investment of time. In the years to come, universities are going to have to work harder to get it right, and it will be up to students to make sure that they do. As Shapiro says: "We're a community of learners, and learners ought to be able to reimagine a better world." □



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1987-1988 Dodge Caravan, 1986

1985-1986 Dodge Caravan, 1984

1983-1984 Dodge Caravan, 1982



# The Winners

From coast to coast, a celebration of academic excellence at three Canadian universities

**T**a the uneducated eye, they are simply broken bits of medieval-age clay that for the few undergraduates students, the debris laid out on the table represents the bare bones of ancient cultures. As participants in the University of Toronto's Research Opportunities Program, the second-year students spent 10 hours a week in the West Asian studies department of the Royal Ontario Museum, where they catalogue and study pottery—some of it dating from biblical times—excavated from a dig in Jordan in the 1950s. It is original research, an outcome traditionally reserved for graduate students and professors. And the undergraduates' enthusiasm is palpable. "It's more fun than sitting in a classroom," says Daniela Ettinger, 25. Adds Jeremy Barker, 22: "Classes like this remove the abstraction,

and give you an idea of how things are really done."

Take the intricate shards of pottery: the Research Opportunities Program—an innovative venture that allows 160 second-year undergraduates to research in fields ranging from literature to zoology—is part of a larger story how Canada's biggest university, with more than 45,000 full- and part-time students, has maintained its status as a top-notch research institution while reinforcing its own high standards of teaching. "Coming to the University of Toronto should be a distinctive undergraduate experience," says vice-chancellor Robert Brichard. "What we have called ourselves is, 'How can we connect the most innovative research with the best teaching programs?'"

In searching for the answer, the University of Toronto has clearly hit the mark. For the second year in a row, *Maclean's* ranked it No. 1 overall among Medical/Doctoral universities.

## MEDICAL/DOCTORAL University of Toronto

Toronto's recipe for excellence is complex and uniquely cosmopolitan. The main St. George campus is in the heart of downtown Toronto, and for some, the university can seem a little bit like a city. But that is tempered by its long-standing collegiate system: more than 100 undergraduate colleges, each offering its own sense of community. But what really sets it apart is the University of Toronto's scholarship. Its library holdings are immense—more than 30 million items in 50 libraries—and its academic staff tops 3,000. Every first-year arts and science student is guaranteed the chance to take a seminar course with no more than 20 students, taught by a tenured professor. And what else of knowledge Toronto offers.

The university's scholars include Nobel Prize-winning chemist John Polanyi, political scientist Thomas Hume Dixon and genetic researcher Peter St. George-Hyslop.

For St. George-Hyslop, the University of Toronto experience has come full circle. He interned at St. Michael's Hospital, one of Toronto's teaching institutions, and later did postdoctoral study at the university. In 1981, after a teaching stint at Harvard, he returned to become the director of the new Centre for Research in Neurodegenerative Diseases. "I trusted him because I had an excellent teaching environment," he says. "Coming back, it is clear there are world-class research institutions as well." Last June, St. George-Hyslop and his team discovered the gene responsible for a form of Alzheimer's disease—a discovery that came after years of heated competition around the world. What gave St. George-Hyslop the edge? "The atmosphere," he explains. "It is one of clinical thinking and good collegial relationships." In the end, those may be intangible qualities—but they define the University of Toronto for faculty and students alike.

Richard Jeffs, St. George-Hyslop (seated) with students: "Clinical thinking and good collegial relationships"

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JOE CHIRLEY



Mike Wang, Sam Johnson: a no-nonsense approach to learning

David Strong: "If you're going to do something, do it right."

That philosophy is evident in the way the building—out to remain the work its occupants undertake. Although the building is equipped with the latest in floor-spring wiring and computer-aided design equipment, when assignments were handed out last January to David Standaert and three classmates in a first-year mechanical design course, their instructions were straightforward: build a device to improve the way the headlight of the team devised a device to move wheelchairs forward—and create a design award from the Canadian Society of Mechanical Engineering.

## COMPREHENSIVE University of Victoria

**T**wenty-five-year-old Justice Allen's interest in winning is both professional and personal. For eight months, as a master's student in sports psychology, the Wellington, N.Z.-born woman advised members of British Columbia's Olympic team on ways to maintain a focused attitude at the 1986 Canada Games. Allen applies the same principles to herself as a member of the University of Victoria Vikes field hockey team: in early November she scored the winning goal as the Vikes swept to their fourth Canadian national championship in five years. That victory simply added another layer to Allen's satisfaction with her choice of Victoria, ahead of other schools in several categories, as a place to pursue her dreams. Of the Comprehensive university that ranked first in its category, Allen says: "It's not so big that you get lost. But it has all of the facilities you could want—both academically and academically."

For all the casual friendliness of its campus, Victoria's name commands considerable respect in the academic big leagues. With more than 35,000 students pursuing courses in eight faculties and 12 interdisciplinary research and teaching centres, Victoria has far exceeded its modest beginnings. In 1903, as an affiliate of Montreal's McGill University. Since accepting degree-granting status in 1963, it has grown into a mature institution with a sophisticated approach to education and a global outlook that maintains a particular focus on Canada's Pacific neighbours. "It's just an attitude," asserts president

The university is also the headquarters of Co-op Japan, a program that places students from 17 Canadian universities, including Victoria, in jobs in Japanese industry every year.

The Centre for Asia Pacific Initiatives, meanwhile, raises funds from outside the university to pay for research and development programs in the Pacific Basin—regions that often produce dividends for students. Centre director and law professor Bill Nelson, along with B.C. government officials and other Victoria professors, helped legal experts in Vietnam draft several laws as part of that country's drive to liberalize its society. And in October, Vietnamese Chief Justice Pham Hung visited the campus and held a question period with students of Asian law. Says Nelson: "There are always connections between the work you do out there and the work you do here."

Not every moment on the Victoria campus is worth killing the bores. The beach is just 10 minutes away, and third-year psychology major Julia Wang says that for campus "has the most sunshine of any university in Canada." Says Wang: "A lot of people wear shorts all year round, and everyone's into athletics." At the University of Victoria, that combination of laid-back lifestyle and academic drive clearly makes for a winning formula.

CHIPS WOOD in Victoria



**T**radition it pervades. 156-year-old Mount Allison University, with its handsome buildings, tree-lined campus in Sackville, N.B., and lengthy list of Rhodes Scholars and illustrious graduates. What, then, is so special about Curtis Demme, 23, a fourth-year bachelor of fine arts student from Elizabethton, N.S.? Some time in the next few months, he plans to spend a seven-hour day in the university's 100-year-old Owens Art Gallery, watching hammer-like mallets suspended right-foot steel wheels that will power a small music box (last year the 1870s pop-jazz *The Ziggle-Up My Life!* And Demme—

working proudly as the head of the part while continuing the new and innovative are the hallmarks of Mount Allison. That helps to explain why the university has topped the list of *Primarily Undergraduate Institutions* in the past three Maclean's university rankings. Make no mistake, Mount Allison is not a hodgepodge of alternative thought and teaching. While other schools have expanded and moved into newer, more technologically disciplines, it has resolutely stayed small, looking close to its undergraduate liberal arts and sciences foundation and its commitment to developing the overall student. "Our graduates are successful," says president Ian Freebaird, "because we ensure an intellectual and social development that makes them fit for life." All the same, Mount Allison, in its way, is a bit of a ratings edge.

Having money helps. It took three years of painful cutbacks to reduce the \$20-million debt Newbold inherited when he became president in 1991. In the process, he weathered two nasty strikes and a revolt earlier this year over his reappointment as president. But the cost-cutting has freed Mount Allison to spend \$20 million to spruce up buildings and facilities and to wire every residence room and office on campus into the Internet.

Along its financial house its order means the university's low-stress academic reputation remains uncompromised. "I was looking for a place where I was not going to be ignored or overwhelmed," says Martin Bain, 19, a second-year bachelor of the arts student from Yarmouth, N.S. While many other universities chase after 50 teaching vacancies, Mount Allison has actually made 48 academic appointments since July, 1999, many of them younger professors with new thoughts and perspectives.

The university's adherence to timeless academic principles has paid off in an impressive list of alumni. Among its graduates: artists Mary and Christopher Pratt, P.E.I. Premier Catherine Callbeck, and Perry Crawford, chairman of Inco Ltd., which

## The Winners

### Primarily Undergraduate Mount Allison University

David Sharpe, a fourth-year music and education student from Milton, Ont., is among those who proudly carry the banner. The 20-year-old, who spends three hours a day practicing piano, won the 2000 Young Artist Competition for Atlantic Canada and completed a series of recitals in eight cities in Atlantic Canada. Yet he finds time to be a student representative on the university senate, to play on the varsity badminton team—and even to take part in international hockey, where he recently banged up one of his fingers. "My brother, who is a marine biologist and also went to Mount A., wants to see me play hockey," he says sheepishly. But at Mount Allison, so one thinks it unusual that a student can play Chopin as well as left wing. In fact, it is almost expected.

JOHN DEMME in Sackville

Newbold: Demme creating the wheel (left), examining provided in the part while embracing the new and innovative



PHOTOGRAPH BY MICHAEL

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# Ranking

## MEDICAL/DOCTORAL

Medical/Doctoral universities are those with a broad range of PhD programs and research, as well as medical schools.

Grant Hall clock tower, Queen's University



### OVERALL RANKING

STUDENT BODY						CLASSES				FACULTY			FINANCES			LIBRARY				REPUTATION	
Average Entering Grade	Proportion With 75% Or Higher	Proportion Who Graduate	Out Of Province (1st Year)	International (Graduate)	Student Awards	Class Size: 1st And 2nd Year Level	Class Size: 3rd And 4th Year Level	Class of Faculty Taught With Tenure: PhDs: Faculty	Awards Per Full-time Faculty	Social Sciences & Humanities Grade	Medical/ Science Grants	Operating Budget	Scholarships & Bursaries (Percentage Of Budget)	Student Services (Percentage Of Budget)	Total Holdings	Holdings Per Student	Acquisitions	Expenditure	Alumni Support	Reputational Survey	
4	10	2	10	7	5	2	7	6	7	1	3	1	1	1	5	14	2	1	1	5	
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2	3	3	3	2	1	1	7	2	4	3	4	2	7	9	2	13	11	11	2	4	
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5	10	9	7	5	8	3	9	10	7	6	7	5	4	4	7	2	1	7	7	10	7
9	13	4	4	5	2	7	10	5	3	10	5	10	5	5	2	9	11	10	9	11	10
6	9	10	8	8	11	4	6	7	11	11	11	10	11	8	10	6	7	8	9	6	11
11	8	11	6	6	10	10	5	8	10	8	10	9	10	10	5	5	4	8	10	8	6

\*RANKINGS & TIE Not a breakdown of the methodology: page 31

### REPUTATIONAL WINNERS

McMaster's surveyed 3,422 high-school children nationwide, academic administrators and CEOs of major corporations across the country.

Campus of McGill University (left), invertebrate biology class at UBC (right)

### HIGHEST QUALITY

1. Queen's
2. McGill
3. UBC
4. Toronto
5. McMaster

### MOST INNOVATIVE

1. McMaster
2. Queen's
3. McGill
4. Toronto
5. UBC

### LEADERS OF TOMORROW

1. Queen's
2. UBC
3. McMaster
4. McGill
5. Toronto

### BEST OVERALL

1. Queen's
2. UBC
3. McMaster
4. McGill
5. Toronto

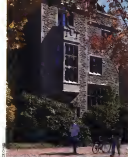


# Ranking

## COMPREHENSIVE

Comprehensive universities are those with a significant amount of research activity and a wide range of programs—including professional degrees—at the graduate and undergraduate levels.

The University of Guelph campus



### OVERALL RANKING

	STUDENT BODY						CLASSES				FACULTY				FINANCES			LIBRARY		REPUTATION	
	Incoming Enrolling Grade	Properties With 75% Or Higher	Properties With Graduate	Out of Province (Last Year)	International (Graduated)	Student Awards	Class Size 1st And 2nd Year Level	Class Size 3rd And 4th Year Level	Classes Taught By Tenured Faculty	Faculty With PhDs	Awards Per Full-Time Faculty	Social Sciences & Natural Sciences Grants	Medical/ Science Grants	Operating Exp/pt	Scholarships & Bursaries (Percentage Of Budget)	Student Services (Percentage Of Budget)	Holdings Per Student	Acquisitions	Excesses	Award Support	Reputational Survey
1. Victoria	2	8	8*	5	8	2	2*	4	7	4	5	7	8	2	1	7	7	3	3	3*	5
2. Simon Fraser	3	1	5*	6	6	3*	6	6	9	5	2*	1	9	1	2	6	9	2	5*	6	2
3. Waterloo	1	2	2	8*	5	1	9	9	5	7	5	4	5	5	3	3	5	3	4	4	1
4. Guelph	4	3	4	6	5	3*	7	5	4	7	6	3	4	3	6	4	3	4	1	2	3
5. York	5	5	9	7*	8	8	5	4*	2	1	7	2	2	8	5	5	6	5	6	7	4
6. New Brunswick	7	6	7	1*	2	5	2*	2	2	9	9	5	9	7	6	9	1	9	2	3	6
7. Windsor	6	7	1	6*	1	8*	4	3	3	6	4	6	6	4	7	1	6	6	8*	5	5
8. Carleton	3	6	6	3	7	6	8	7	6	7	2*	5	6	9	4	2	7	7	1	1	9
9. Concordia	5	8	9	1*	6	7	1	1	8	9	5*	6	7	6	9	8	8	9	9	9	7

\*NACADA/AAU. Full description of the methodology page 33



### REPUTATIONAL WINNERS

NACADA's surveyed 3,402 high-school guidance counsellors, academic administrators and CEOs of major corporations across the country.

Concordia,  
Simon Fraser University

### HIGHEST QUALITY

1. Waterloo
2. Simon Fraser
3. Guelph
4. Victoria
5. York



### MOST INNOVATIVE

1. Waterloo
2. Simon Fraser
3. Guelph
4. York
5. Victoria

Optometry class,  
University of Waterloo

### LEADERS OF TOMORROW

1. Waterloo
2. Simon Fraser
3. York
4. Guelph
5. Victoria

### BEST OVERALL

1. Waterloo
2. Simon Fraser
3. Guelph
4. York
5. Victoria



# Ranking

Primarily undergraduate universities are those largely focused on undergraduate education, with relatively few graduate programs.

Geology class, Acadia Environmental Sciences Centre, Trent (far right)



## REPUTATIONAL WINNERS

Maclean's surveyed 3,462 high-school guidance counsellors, academic administrators and CEOs of major corporations across the country.

## PRIMARILY UNDERGRADUATE

OVERALL RANKING	STUDENT BODY					CLASSES			RY			FINANCES			LIBRARY			REPUTATION	
	Average Entering Grade	Proportion With 70% Or Higher	Proportion Who Graduates	Out Of Province (1st Year)	Student Awards	Class Size 1st And 2nd Year Level	Class Size 3rd And 4th Year Level	Courses Taught By Tenured Faculty	Faculty With PhDs	Award-Winning Postgraduate Full-Time Students	Medical Science Grants	Operating Budget	Scholarships & Bursaries (Percentage Of Budget)	Student Services (Percentage Of Budget)	Holdings Per Student	Acquisitions	Expenditure	Alumni Support	Employment Survey
1. Mount Allison	71	21	78	11	4	5	6	5	6	5	5	2	4	16	2	6	18	5	4
2. Trent	6	3	7	13	8	1	7	13	7	1	1	2	8	9	9	11	14	2	3
3. Acadia	18	4	77	9	1	11	7	5	3	7	2	8	12	2	6	4	6	9	1
4. Wilfrid Laurier	2	3	4	18	14	8	15	19	6	0	3	10	16	5	13	10	5	10	6
5. Bishop's	12	12	13	5	9	2	1	2	17	8	10	18	4	10	4	16	13	1	12
6. St. Francis Xavier	4	3	3	3	3	17	17	1	2	9	6	5	11	4	11	7	4	9	9
7. Lethbridge	15	16	19	10	8	15	3	4	16	9	8	1	2	13	2	5	14	16	7
8. Saint Mary's	12	12	13	5	9	16	10	16	1	2	4	7	17	7	7	12	15	8	5
9. Mount Saint Vincent	10	16	12	2	14	4	7	7	16	8	11	11	15	11	18	14	3	15	8
10. Winnipeg	12	5	18	14	8	14	2	12	10	4	7	6	7	13	3	14	15	11	14
11. St. Thomas	2	8	12	4	16	10	12	9	11	8	11	N/A	13	1	1	8	17	10	13
12. Brandon	14	14	3	8	3	5	6	6	13	9	17	3	5	17	5	1	15	14	18
13. Brock	8	6	16	16	13	19	16	10	4	3	5	3	16	15	14	15	7	13	10
14. P.E.I.	5	13	13	8	7	11	12	18	10	9	13	16	3	12	15	6	2	17	7
15. Nipissing	12	16	N/A	18	15	7	4	10	19	8	11	16	10	8	9	9	8	4	N/A
16. Lakehead	18	15	10	11	11	16	18	15	12	9	9	12	14	5	10	17	3	12	11
17. Ryerson	15	11	14	15	12	13	13	8	10	9	19	17	6	11	13	15	16	19	2
18. Laurentian	18	18	15	17	11	8	11	14	15	8	15	11	5	18	17	13	13	7	16
19. Cape Breton (UCCB)	15	17	8	12	17	3	16	17	16	9	14	14	15	10	12	17	10	18	15

## HIGHEST QUALITY

1. Acadia
2. Mount Allison
3. Wilfrid Laurier
4. Trent
5. Saint Mary's

## MOST INNOVATIVE

1. Ryerson
2. Acadia
3. Trent
4. Wilfrid Laurier
5. Saint Mary's

## LEADERS OF TOMORROW

1. Ryerson
2. Trent
3. Acadia
4. Lethbridge
5. Saint Mary's

## BEST OVERALL

1. Acadia
2. Ryerson
3. Trent
4. Mount Allison
5. Saint Mary's



## GREAT GABLES SCHOOL

100 UNIVERSITY ST. TORONTO, ONTARIO M5S 1A5  
TEL: (416) 593-4545

Within the framework of the great Gables program, students are encouraged to develop their own individuality, which often involves a well-balanced education, academically, socially, physically, and spiritually. Within this well-balanced education, the students themselves are provided with a variety of choices to ensure the personal education necessary to achieve success in the future.

## HILLFIELD-STRAHALLAN COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Hillfield-Strathallan is an independent, non-profit, co-educational day school for students from Junior Kindergarten to University entrance. Located near Rosedale, Ontario, we are a Hamilton institution. The College focuses on individual achievement, personal growth, and academic excellence. In a full year, advanced level programs, students are encouraged to explore their own interests and abilities, and to develop their own sense of responsibility and leadership. The College's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The College's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The College's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## HOLY TRINITY SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Holy Trinity School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Rosedale area of Toronto. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

challenging academic programs leading to university entrance. The school's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## LAKEFIELD COLLEGE SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Lakefield College School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Rosedale area of Toronto. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Founded in 1879, Lakefield is a private co-educational day school for students from Junior Kindergarten to University entrance. The school is located in the Rosedale area of Toronto. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## MACLACHLAN COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

MacLachlan College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Rosedale area of Toronto. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

small class, personal attention and highly qualified teachers provide the right experience for the MacLachlan students to find a place to belong and grow to potential. The school's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## MISSISSAUGA PRIVATE SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Mississauga Private School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## MONTFORT SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Montfort School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## NEUCHÂTEL JUNIOR COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Neuchâtel Junior College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Neuchâtel Junior College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## PICKERING COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

you. All boarding options are available for 190 beds and girls from grade 7 to OAC students. Boarding only 280 students, average class size is 15 in the Lower School and 15-16 in the Upper School. With a strong academic emphasis, the school provides personal attention and positive experience. An excellent staff of 100 teachers offers a broad range of academic subjects, sports, and extracurricular activities. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## RIOLEY COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Rioley College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## ROSSEAU LAKE COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Rosseau Lake College is a small, co-educational day school for students from Junior Kindergarten to University entrance. The school is located in the Rosseau Lake area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## ROYAL ST. GEORGE'S COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Royal St. George's College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## ST. CLEMENT'S SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

St. Clement's School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

for advancement in preparation for Canada and abroad. Consideration is paid to the development of character, self-reliance and leadership abilities. The school's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

St. John's Kilmarnock School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## ST. JOHN'S KILMARNOCK SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

St. John's Kilmarnock School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## ST. MILORE'S LIGHTBOURN SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

St. Milore's Lightbourn School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## THE BISHOP STRACHAN SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

The Bishop Strachan School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

encouraged to develop responsibility and develop leadership skills through sports, clubs, community activities, and other extracurricular activities. The school's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

A good education prepares students for the future. At the County Day School, our goal is to help students develop their potential. The school's curriculum is designed to provide a well-rounded education, with a focus on the liberal arts, sciences, and sports. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## THE STERLING HALL SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

The Sterling Hall School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## THE YORK SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

The York School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## TORONTO FRENCH SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Toronto French School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## TORONTO FRENCH SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Toronto French School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## TORONTO MONTESSORI SCHOOLS

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Toronto Montessori Schools are Catholic day schools for students from Junior Kindergarten to University entrance. The schools are located in the Mississauga area of Ontario. The schools' curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The schools' facilities are modern and well-equipped, and the staff is highly qualified and experienced. The schools' motto is "To educate the mind, to develop the body, and to nurture the spirit."

## TRAFALGAR CASTLE SCHOOL

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Trafalgar Castle School is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."

## TRINITY COLLEGE

100 HILLFIELD AVE. WEST, TORONTO, ONTARIO M6P 1A5  
TEL: (416) 593-5555

Trinity College is a Catholic day school for students from Junior Kindergarten to University entrance. The school is located in the Mississauga area of Ontario. The school's curriculum is based on the Catholic faith, and it emphasizes the importance of faith, family, and community. The school's facilities are modern and well-equipped, and the staff is highly qualified and experienced. The school's motto is "To educate the mind, to develop the body, and to nurture the spirit."



# Reading the Rankings

## STUDENT BODY

From class size to student services, a complete guide to the facts and figures behind the *Maclean's* rankings

The quality and dedication of students have an enormous impact on the learning environment. *Maclean's* not only takes two measures of entering grades, but also calculates the success of the student body at winning national awards and at graduating within a reasonable time frame. The magazine considers, as well, the university's drawing power from other provinces and among graduate students internationally.

### AVERAGE ENTERING GRADE

Students are ranked by the input of their peers. Below are the average first-year grades of freshmen students entering from high school or Quebec's CEGEP system.

Medical/Dental	Primarily Undergraduate
1 Queen's 87.1%	1 Mount Allison 84.8%
2 McGill 86.6%	2 Wilfrid Laurier 83.3%
3 UBC 85.2%	3 Acadia 82.9%
4 Toronto 85.2%	4 York 82.3%
5 McMaster 85%	5 St. Francis Xavier 82.2%
6 Saskatchewan 82.2%	6 St. Thomas 82%
7 Dalhousie 81.8%	7 Brock 79.4%
8 Western 80.2%	8 Bishop's 78.2%
9 Alberta 80%	10 Mount Saint Vincent 78%
10 Ottawa 80%	11 Winnipeg 77.7%
11 Calgary 78.4%	12 Saint Mary's 76.8%
	13 Ryerson 76.2%
Comprehensive	
1 Victoria 83.9%	14 Brandon 75.2%
2 Yorkville 83.4%	15 Cape Breton (CBBU) 74.9%
3 Simon Fraser 83%	16 Lethbridge 74.2%
4 Guelph 82.8%	17 Niagara 74%
5 York 79.7%	18 Lakehead 73.9%
6 Winnipeg 78.3%	19 Laurentian 72.7%
7 New Brunswick 76.7%	
8 Concordia 74.9%	
9 Carleton 73.8%	

### PROPORTION WHO GRADUATE

Percentage of full-time second-year undergraduates who completed their degree within one year of the expected graduation date:

Medical/Dental	Primarily Undergraduate
1 Queen's 93.3	1 Trent 88.8
2 Toronto 88.8	2 St. Francis Xavier 83.2
3 McGill 86.8	3 Brandon 81
4 Ottawa 84.8	4 Wilfrid Laurier 80.8
5 Alberta 84.8	5 Bishop's 76.5
6 McMaster 83.9	6 Cape Breton (CBBU) 75.5
7 Dalhousie 79	7 Acadia 76
8 Western 76.5	8 Mount Allison 71.5
9 UBC 65.7	9 Lethbridge 76.8
10 Saskatchewan 65.8	10 Lakehead 71.4
11 Calgary 61.2	11 Saint Mary's 70.7
	12 Mount Saint Vincent 70.2
Comprehensive	
1 Windsor 69.3	13 P.E.I. 69.8
2 Victoria 61.8	14 Ryerson 61.7
3 Northern 61.5	15 Laurentian 61.5
4 York 61.5	16 Brock 61.5
5 Guelph 71.4	17 St. Thomas 57.2
6 Simon Fraser 56.8	18 Winnipeg 45.3
7 Victoria 55.8	19 Nipissing N/A
8 New Brunswick 52.2	
9 Carleton 51.1	
10 Concordia 45.7	

\*INDICATES A TIE.  
Full disclosure of the methodology, page 31.



### PROPORTION OF HOW BRIGHT STUDENTS ENRICH THE LEARNING ENVIRONMENT, *Maclean's* considers the percentage of incoming students from high school or CEGEP with averages of 75 per cent or higher.

Medical/Dental	Primarily Undergraduate
1 McGill 93.5	1 Wilfrid Laurier 96.4
2 Toronto 93.5	2 Mount Allison 92
3 Queen's 93.8	3 York 85.1
4 UBC 93.1	4 Acadia 83.2
5 McMaster 92.4	5 Winnipeg 77.2
6 Western 92.2	6 Brock 73.8
7 Dalhousie 92.2	7 St. Francis Xavier 77.8
8 Calgary 92.2	8 St. Thomas 67.6
9 Saskatchewan 90.8	9 Bishop's 67.3
10 Alberta 75.9	10 Mount Saint Vincent 63.9
11 Ottawa 74.4	11 Ryerson 58
	12 Saint Mary's 53.5
Comprehensive	
1 Simon Fraser 92.7	14 Brandon 45.3
2 Waterloo 92.5	15 Lakehead 43.4
3 Guelph 92.7	16 Lethbridge 41.6
4 Victoria 90.8	17 Cape Breton (CBBU) 35.1
5 York 77.7	18 Laurentian 31.4
6 New Brunswick 90.1	19 Nipissing 33.1
7 Windsor 88.4	
8 Concordia 87.2	
9 Carleton 80.1	

### OUT OF PROVINCE (FIRST YEAR)

Percentage of students from other provinces:

Medical/Dental	Primarily Undergraduate
1 McGill 36.2	1 Mount Allison 39.2
2 Dalhousie 35.2	2 Bishop's 38.8
3 UBC 33.9	3 York 35.2
4 Ottawa 14.7	4 St. Francis Xavier 33.2
5 Queen's 13.7	5 St. Thomas 30
6 Calgary 7.8	6 Acadia 29.8
7 Alberta 6.2	7 P.E.I. 20.6
8 Western 3.6	8 Mount Saint Vincent 20.7
9 Saskatchewan 3	9 Brandon 15.6
10 Toronto 2.4	10 Saint Mary's 13.2
11 McMaster 2.1	11 Lethbridge 9.8
	12 Lakehead 6.8
Comprehensive	
12 Cape Breton (CBBU) 6.2	13 Trent 4.8
13 York 3.7	14 Winnipeg 3.7
14 Brandon 3.4	15 Nipissing 3.1
15 Carleton 2.3	16 Laurentian 1.7
16 Simon Fraser 30.2	17 Wilfrid Laurier 1.5
17 Victoria 9.7	18 Brock 0.3
18 York 2.5	
19 York 1.5	
20 Windsor 1	
21 Windsor 1	
22 Windsor 1	

Head of the class: top Queen's students (clockwise from left) Swift Kreuter (Biology), Amir Lali (Mathematics), Kim Truitt (Psychology), Mike Rodwell (Chemistry), Kimberley Spencer (Applied Science)

## Reading the Rankings

### STUDENT BODY

#### STUDENT AWARDS

A reflection of students and their education, these figures show how many students, per 1,000, won national awards.

Medical/Doctoral		Priority Undergraduate	
1 McGill	18	1 Acadia	3.2
2 Queen's	8.9	2 Mount Allison	3
3 Toronto	8.1	3 London	2.9
4 USC	7.9	4 St. Francis Xavier	2.5
5 McMaster	7.8	5 Winnipeg	2.7
6 Dalhousie	6	6 York	2.4
7 Ottawa	5	7 PEU	2.3
8 Alberta	5.1	8 Lethbridge	2
9 Western	5.1	9 Dalhousie	1.5
10 Calgary	3.4	10 Saint Mary's	1.5
11 Saskatchewan	2.9	11 Lethbridge	1.4
		12 Umanitok	1.4
		13 Brock	1.2
		14 Mount Saint Vincent	0.8
		15 Wilfrid Laurier	0.6
		16 St. Thomas	0.7
		17 Cape Breton (NCC)	0.3
		18 Ryerson	0.2
		19 Niagara	none

Comprehensive	
1 Waterloo	5.9
2 Victoria	5.8
3 Dalhousie	5.4
4 Simon Fraser	5.1
5 New Brunswick	4.7
6 Carleton	4.1
7 Concordia	3.8
8 York	3.8
9 Western	1.7

#### INTERNATIONAL (GRADUATE)

Percentage of graduate students from abroad

Medical/Doctoral		Comprehensive	
1 Saskatchewan	24.3	1 Windsor	21.8
2 McGill	24	2 New Brunswick	25.8
3 USC	23	3 Victoria	22.4
4 Alberta	22	4 Simon Fraser	17.7
5 Dalhousie	17.8	5 Waterloo	18.2
6 Calgary	18.4	6 Dalhousie	15.8
7 Toronto	18.2	7 Carleton	14.7
8 Dalhousie	14.7	8 Concordia	14.5
9 Queen's	12.1	9 York	7
10 McMaster	11.7		
11 Western	7.8		

\*INDICATES A TIE  
Full description of the methodology, page 32



Franklin demonstrates fine arts class at Concordia University

## CLASSES

For undergraduates, the classroom is the front line of learning. Because tenure is a significant measure of a faculty member's worth, *Maclean's* measures the commitment of universities to placing tenured and tenure-stream professors at the head of first-year classes. In addition, the magazine takes into account the course mix of classes, placing them in six groups of ascending size and awarding points for the number of classes in each group: six points for each class in the smallest range, five for each in the next smallest and so on. The total points are divided by the number of classes to create a final score for each school.

#### CLASSES TAUGHT BY TENURED FACULTY

Percentage of first-year classes taught by tenured or tenure-track professors

Medical/Doctoral		Priority Undergraduate	
1 McMaster	75.0	1 St. Francis Xavier	67.3
2 McGill	69.7	2 Dalhousie	76.3
3 Dalhousie	66.4	3 Mount Allison	77.3
4 Western	66.8	4 Lethbridge	78
5 Ottawa	62.0	5 Acadia	75.4
6 Toronto	61.6	6 Brandon	69
7 Saskatchewan	61.2	7 Mount Saint Vincent	68.3
8 Calgary	56	8 Ryerson	67
9 USC	55.4	9 St. Thomas	62.8
10 Alberta	61.8	10 Brock	61
11 Queen's	41	11 St. Francis	61
		12 St. Mary's	61
		13 Winnipeg	60.6
		14 York	58.7
		15 Laurier	57.9
		16 Carleton	57.9
		17 Cape Breton (NCC)	51.7
		18 PEU	51.7
		19 Wilfrid Laurier	41.4

Comprehensive	
1 York	66.7
2 New Brunswick	74
3 Windsor	63.9
4 Dalhousie	62.7
5 Waterloo	58.9
6 Carleton	48.5
7 Victoria	48.3
8 Concordia	47.2
9 Simon Fraser	31.8



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- Aurora -

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potential to expand employee efficiency and productivity, are the next logical step in the PC revolution. No wonder so many different companies are using PC servers to gain benefits that only big companies

used to enjoy. And the PC server expert that more companies are turning to? Compaq.

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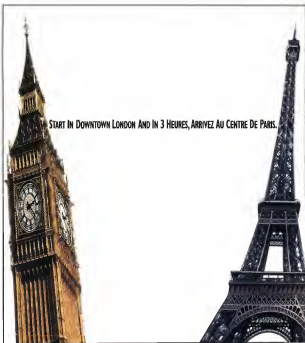
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## CLASSES

Personal contact:  
Mathology lab at the University of  
New Brunswick



Medical/ Doctoral	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT THIRD AND FOURTH-YEAR LEVEL						Medical/ Doctoral	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT THIRD AND FOURTH-YEAR LEVEL					
	1-25	26-50	51-100	101-200	201-500	over 500		1-25	26-50	51-100	101-200	201-500	over 500
1 McGill	51.5	26.1	21.3	0	0.3	0.2	1 Dalhousie	75.7	17.4	0.3	none	none	none
2 Toronto	40	31.4	18.5	22.1	2.4	0.2	2 Queen's	70.5	22.5	1.6	2.2	none	none
3 Alberta	38.7	29.8	30.7	30.1	3.1	none	3 Western	75.3	15.7	7.3	1.6	none	none
4 Queen's	41.1	21	25.6	21.1	5.9	none	4 McMaster	73.4	15.4	8.2	2	none	none
5 Saskatchewan	36.4	28.3	30.4	3.1	6.7	none	5 Calgary	66.8	26.8	6.7	0.1	none	none
6 Western	39.1	25.7	21.7	20.1	2.0	0.1	6 Brockhouse	66.6	27.6	6.5	1.6	none	none
7 UBC	37.4	27.5	21.7	24.3	1.1	0.1	7 Alberta	62.5	27	5.1	3	0.3	none
8 Ottawa	21.4	36.9	35	12.1	9.4	none	8 Toronto	66.6	23.4	23.9	2.4	6.1	0.5
9 Dalhousie	33	29.8	31.3	13.9	none	none	9 Alberta	71.1	25.6	10.4	2.2	0.1	none
10 Calgary	23.6	32.5	23.3	13.3	1.0	none	10 UBC	61.9	23.2	13.8	3.0	6.8	none
11 McMaster	29.1	27.2	22.7	22.3	4.3	0.2	11 Q'ns	70.2	24.3	13.4	6.1	none	none
Comprehensive	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT THIRD AND FOURTH-YEAR LEVEL						Comprehensive	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT THIRD AND FOURTH-YEAR LEVEL					
	1-25	26-50	51-100	101-200	201-500	over 500		1-25	26-50	51-100	101-200	201-500	over 500
1 Carleton	43.1	43.1	34.5	6.7	6.1	none	1 Concordia	43.3	21.1	4.5	none	none	none
2 New Brunswick	42.6	33.9	22.2	8.6	1.3	none	2 New Brunswick	42.5	22.4	6.5	0.6	0.4	none
3 Victoria	45.5	24	21.4	7.1	1.6	none	3 Victoria	48.1	26.7	7.1	0.4	none	none
4 Windsor	35.9	31.3	31.8	13.9	5.8	none	4 Victoria	41.8	26.7	8.4	1.8	none	none
5 York	42.3	28.4	16.7	15.4	3.2	none	5 York	43.1	26.3	3	1.8	6.2	none
6 Saint Peter	39.3	25.6	16.9	29.4	3	none	6 Saint Peter	45.9	23	3.2	3	6.2	none
7 St. John's	22.1	23.6	29.1	14.9	3.6	none	7 Carleton	44.1	21.8	12.7	1.4	none	none
8 Dalhousie	21	30.5	24.5	34.1	3.5	none	8 Guelph	46.6	25.1	8.9	1.7	none	none
9 Waterloo	22.8	27.1	36.2	17.7	5.9	none	9 Waterloo	54.2	27.2	13.2	1.5	6.3	none
Priority Undergraduate	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT FIRST AND SECOND-YEAR LEVEL						Priority Undergraduate	PERCENTAGE OF CLASSES BY SIZE GROUPINGS AT FIRST AND SECOND-YEAR LEVEL					
	1-25	26-50	51-100	101-200	201-500	over 500		1-25	26-50	51-100	101-200	201-500	over 500
1 York	18.1	8.3	8.5	3.7	0.2	0.1	1 Bishop's	19.7	8.8	0.8	none	none	none
2 Brandon	12.6	34.3	7.8	none	none	none	2 Winnipeg	19.3	8.8	1.3	none	none	none
3 Cape Breton (CCO)	10.3	14.8	11.1	1	none	none	3 Lethbridge	19.8	1.5	2.1	none	none	none
4 Mount Saint Vincent	42.3	42.3	24.4	1.3	none	none	4 Mount Allison	18.8	15.3	3.3	none	none	none
5 Brandon	12.5	35.3	5.8	6.2	none	none	5 Monash	19.1	12.3	5.0	none	none	none
6 Mount Allison	12.4	24.4	15.6	4.3	none	none	6 Carleton	18.0	10	none	7.4	none	none
7 Vancouver	42.7	38.5	24.8	4.3	none	none	7 York	18.1	17.9	2.1	none	none	none
8 Laurier	46.5	39.2	17.1	8.8	6.7	none	8 Mount Saint Vincent	17.3	20.7	none	none	none	none
9 Wilfrid Laurier	49.6	23.5	22.1	4.8	none	none	9 York	17.1	17.9	3	1.2	none	none
10 St. Thomas	36	42.4	12.2	8.4	none	none	10 Saint Mary's	73.8	17.7	3	none	none	none
11 Aveila	36.7	42.4	17.6	3.1	none	none	11 Laurier	16.8	14.2	4.6	6.5	none	none
12 PEI	41.5	32.6	12.7	1.7	9.4	none	12 PEI	73.9	20.1	4	none	none	none
13 Ryerson	39.6	33.3	13.4	2.7	none	none	13 St. Thomas	74.6	21.2	4.5	none	none	none
14 Kingston	31.8	41.2	22.8	1.5	none	none	14 Cape Breton (CCO)	73.9	21.6	1.1	none	none	none
15 Lethbridge	41.4	36.8	18.7	3.3	none	none	15 Wilfrid Laurier	71.9	17.8	3	none	none	none
16 Saint Mary's	28.7	47.7	58.3	4.1	6.2	none	16 Brock	71.1	21.3	2.9	none	none	none
17 St. Francis Xavier	33.1	34.7	39.2	4.1	none	none	17 St. Francis Xavier	72.4	17.5	10.3	0.8	none	none
18 Laurentian	38.2	38.6	26.8	10.7	1.3	none	18 Laurentian	54.5	28.2	8.2	1.1	none	none
19 Brock	32.8	32.5	28.9	3.2	1.5	none	19 Ryerson	60.7	46.7	2.7	1.1	none	none

\*INDICATES A 115. Full description of the methodology, page 22.



## Reading the Rankings

# FACULTY

The culture of the faculty is vital to the students' own development. Maclean's calculates the percentage of faculty with a PhD degree. It also measures their success at winning national awards and peer-educational grants from the three main federal granting agencies, as well as from the Canada Council.

### FACULTY AWARDS

These figures show the number of full-time professors, per 1,000, who have won national awards.

Medical/Dental	Comprehensive
1. Toronto 8.7	4. York 9
2. Queen's 8.6	12. Carleton 5.3
3. McGill 8.7	12. Simon Fraser 8.3
4. UBC 8.4	4. Windsor 2.9
5. Western 4.6	5. Waterloo 2.7
6. Alberta 4.1	16. Concordia 2.3
7. McMaster 3.8	19. Victoria 2.3
8. Calgary 3.7	8. Calgary 2.1
9. Dalhousie 3.1	9. New Brunswick 1.3
10. Ottawa 2.9	
11. Saskatchewan 1.3	

Primarily Undergraduate
1. Trent 4.7
2. Saint Mary's 4.8
3. York 3.7
4. Western 3.4
5. Mount Allison 2.8
6. Wilfrid Laurier 1.4
7. Acadia 1
8. University of New Brunswick 0.6
9. Bishop's none
10. Brandon none
11. Cape Breton (UNCB) none
12. Laurentian none
13. Lehigh none
14. Lehigh none
15. Mount Saint Vincent none
16. St. Francis Xavier none
17. St. Thomas none

### MEDICAL/SCIENCE GRANTS

Below are the average size and number of peer-educational research grants from both the Natural Sciences and Engineering Research Council and the Medical Research Council. The size of grants is listed per eligible full-time faculty member; the number of grants is per 100 eligible full-time faculty members. The ranking reflects a weighted average of the two.

Medical/Dental	Comprehensive
1. Toronto \$1,400 14.0	1. Victoria \$1,340 14.0
2. McGill \$1,425 12.1	2. York \$1,030 12.0
3. Queen's \$1,440 12.1	3. Simon Fraser \$1,040 12.0
4. UBC \$1,310 12.1	4. Calgary \$1,110 12.0
5. Alberta \$1,040 12.0	5. Waterloo \$1,100 12.0
6. Ottawa \$1,040 12.0	6. Windsor \$1,040 12.0
7. Western \$1,040 12.0	7. Concordia \$1,110 12.0
8. Calgary \$1,040 12.0	8. Windsor \$1,110 12.0
9. Dalhousie \$1,040 12.0	9. New Brunswick \$1,110 12.0
10. Saskatchewan \$1,040 12.0	
11. Dalhousie \$1,040 12.0	

Primarily Undergraduate
1. Carleton \$1,340 14.0
2. Trent \$1,030 12.0
3. York \$1,030 12.0
4. York \$1,030 12.0
5. York \$1,030 12.0
6. York \$1,030 12.0
7. York \$1,030 12.0
8. York \$1,030 12.0
9. York \$1,030 12.0
10. York \$1,030 12.0
11. York \$1,030 12.0
12. York \$1,030 12.0
13. York \$1,030 12.0
14. York \$1,030 12.0
15. York \$1,030 12.0
16. York \$1,030 12.0
17. York \$1,030 12.0
18. York \$1,030 12.0
19. York \$1,030 12.0
20. York \$1,030 12.0

## SOCIAL SCIENCES AND HUMANITIES GRANTS

Below are the average size and number of peer-educational research grants from both the Social Sciences and Humanities Research Council and the Canada Council. The size of grants is listed per eligible full-time faculty member; the number of grants is per 100 eligible full-time faculty members. The ranking reflects a weighted average of the two.

Medical/Dental	Primarily Undergraduate
1. Toronto \$1,400 14.0	1. Trent \$1,420 14.0
2. McMaster \$1,420 14.0	2. Acadia \$1,420 14.0
3. McGill \$1,420 14.0	3. Wilfrid Laurier \$1,420 14.0
4. UBC \$1,420 14.0	4. Saint Mary's \$1,420 14.0
5. Queen's \$1,420 14.0	5. Mount Allison \$1,420 14.0
6. York \$1,420 14.0	6. Lehigh \$1,420 14.0
7. Western \$1,420 14.0	7. New Brunswick \$1,420 14.0
8. Dalhousie \$1,420 14.0	8. St. Francis Xavier \$1,420 14.0
9. Calgary \$1,420 14.0	9. York \$1,420 14.0
10. Saskatchewan \$1,420 14.0	
11. Saskatchewan \$1,420 14.0	

### FACULTY WITH PhDs

Percentage of full-time faculty with a PhD degree

Medical/Dental	Primarily Undergraduate
1. Toronto 99.9	1. Saint Mary's 90.9
2. McMaster 95.7	2. St. Francis Xavier 90.1
3. Dalhousie 94	3. Acadia 88.9
4. UBC 93.3	4. York 87.6
5. McGill 93.1	5. Wilfrid Laurier 86
6. Queen's 92.3	6. Mount Allison 85.3
7. Alberta 88	7. Trent 84.5
8. Dalhousie 85.4	8. Lehigh 84.5
9. Western 84.6	9. New Brunswick 83.5
10. Calgary 83.3	10. York 83.5
11. Saskatchewan 80.8	11. St. Thomas 78.7
	12. York 78.7
	13. York 78.7
	14. Mount Saint Vincent 73.3
	15. Lehigh 73.3
	16. PEI 70.5
	17. Bishop's 67
	18. Cape Breton (UNCB) 60.3
	19. Ryerson 58
	20. York 58
	21. York 58
	22. York 58
	23. York 58
	24. York 58
	25. York 58
	26. York 58
	27. York 58
	28. York 58
	29. York 58
	30. York 58

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## Reading the Rankings

# FINANCES

The financial resources at a university's disposal determine its ability to provide students with many valuable opportunities. Maclean's monitors the size of the operating budget per weighted full-time-equivalent student, as well as the percentage of the budget devoted to student services and to scholarships and bursaries.



Students at Acadia offering high marks for the best and the brightest.

## SCHOLARSHIPS & BURSARIES

Percentage of total operating expenditures devoted to scholarships and bursaries:

Medical/Doctoral	Comprehensive
1 Toronto 2.73	1 Victoria 6.31
2 Queen's 6.69	2 Simon Fraser 4.35
3 Carleton 6.52	3 Waterloo 2.71
4 Alberta 4.49	4 Carleton 2.63
5 Ottawa 4.38	5 York 3.65
6 UBC 3.47	6 Dalhousie 1.97
7 McGill 3.76	7 Windsor 1.74
8 Saskatchewan 3.32	8 New Brunswick 1.5
9 Western 2.58	9 Concordia 6.29
10 Calgary 2.66	
11 McMaster 2.89	

## OPERATING BUDGET

These figures show the size of operating expenditures per weighted full-time-equivalent student.

Medical/Doctoral	Primarily Undergraduate
1 Toronto \$7,545	1 Mount Allison \$9,089
2 McGill 7,529	2 Lethbridge 6,623
3 UBC 7,388	3 PEI 7,988
4 Alberta 6,927	4 Bishop's 6,795
5 Ottawa 6,920	5 Laurentian 6,484
6 Western 6,832	6 Ryerson 6,545
7 McMaster 6,784	7 Winnipeg 6,542
8 Dalhousie 6,426	8 Trent 6,615
9 Queen's 6,175	9 Brandon 6,714
10 Calgary 6,034	10 Niagara 6,709
11 Saskatchewan 5,760	11 St. Francis Xavier 5,580
	12 Acadia 6,817
	13 St. Thomas 6,426
	14 Lakehead 6,321
	15 Mount Saint Vincent 4,871
	16 Wilfrid Laurier 4,881
	17 Saint Mary's 4,422
	18 Brock 4,292
	19 Cape Breton (UNCB) 3,843

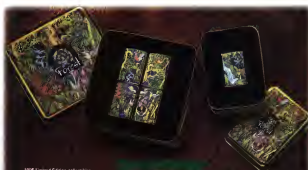
## STUDENT SERVICES

Percentage of total operating expenditures devoted to student services:

Medical/Doctoral	Primarily Undergraduate
1 Toronto 4.36	1 St. Thomas 6.34
2 Ottawa 4.45	2 Lethbridge 6.2
3 Queen's 4.54	3 Winnipeg 7.8
4 Carleton 4.87	4 Bishop's 6.64
5 Calgary 3.92	5 Brandon 6.78
6 Victoria 3.82	6 Niagara 6.54
7 Alberta 3.27	7 Saint Mary's 6.46
8 McMaster 2.9	8 Acadia 4.89
9 McGill 2.86	9 Trent 4.48
10 Saskatchewan 2.75	10 Lakehead 4.32
11 UBC 2.3	11 St. Francis Xavier 3.89
	12 Cape Breton (UNCB) 3.76
	13 Wilfrid Laurier 3.73
	14 Brock 3.7
	15 PEI 3.86
	16 Mount Allison 3.27
	17 Laurentian 3.38
	18 Mount Saint Vincent 3.1
	19 Ryerson 3.03

\*REPORTS A TO E Full description of the methodology, page 32

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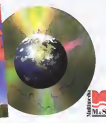
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#### TOTAL LIBRARY HOLDINGS

(in millions)

Medical/Dental	
1 Toronto	16,240
2 Alberta	5,861
3 UBC	5,580
4 Redwin	4,934
5 Calgary	4,772
6 Queen's	4,581
7 McGill	3,959
8 Saskatchewan	3,733
9 Ottawa	3,121
10 McMaster	2,887
11 Dalhousie	2,580

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The library is the heart of many campuses. Maclean's measures the commitment to library funding, as well as the collection's size and currency.

\*INDICATES A TIE.  
Full description of the methodology: page 31.

## HOLDINGS PER STUDENT

These figures show the number of print volumes in all campus libraries, divided by the number of full-time equivalent students.

Medical/Dental		Primarily Undergraduate	
1 Alberta	344	1 Brandon	383
2 Queen's	309	2 Mount Allison	156
3 UBC	220	3 St. Thomas	263
4 Calgary	216	4 Acadia	279
5 Toronto	201	5 Lethbridge	274
6 Saskatchewan	240	6 Bishop's	237
7 Western	245	7 St. Francis Xavier	209
8 McMaster	175	8 P.E.I.	254
9 McGill	174	9 Hwysing	189
10 Dalhousie	161	10 Wilfrid Laurier	177
11 Ottawa	158	11 York	179
		12 Saint Mary's	143
		13 Laurier	140
		14 Winnipeg	140
		15 Brock	132
		16 Mount Saint Vincent	129
		17 Cape Breton (CBB)	165
		18 Lethbridge	182
		19 Ryerson	46

## ACQUISITIONS

To gauge the currency of resources, Maclean's measures the proportion of the library budget allocated to updating the university's collection.

Medical/Dental		Primarily Undergraduate	
1 Dalhousie	42.37	1 Lethbridge	42.66
2 Toronto	42.60	2 P.E.I.	33.71
3 Saskatchewan	41.30	3 Mount Saint Vincent	33.60
4 Queen's	40.54	4 St. Francis Xavier	33.30
5 McMaster	38.26	5 Wilfrid Laurier	33.30
6 Western	34.32	6 Acadia	34.32
7 Alberta	33.44	7 Brock	34.47
8 UBC	31.99	8 Nanaimo	33.95
9 Calgary	30.30	9 Mount Allison	33.62
10 Ottawa	29.74	10 Cape Breton (CBB)	31.53
11 McGill	29.60	11 Laurier	30.80
		12 Lethbridge	30.80
		13 Bishop's	27.24
		14 York	27.15
		15 Winnipeg	26.95
		16 Saint Mary's	26.19
		17 St. Thomas	26.48
		18 Ryerson	22.48
		19 Brandon	20.82

## EXPENSES

A measure of financial commitment, this indicator shows the percentage of the university budget devoted to maintaining library services.

Medical/Dental		Primarily Undergraduate	
1 Toronto	7.46	1 Bishop's	9.96
2 Queen's	7.46	2 York	7.9
3 Western	7.42	3 Brock	6.85
4 UBC	6.52	4 Hwysing	6.83
5 Saskatchewan	6.5	5 St. Thomas	6.79
6 McMaster	6.83	6 Acadia	6.42
7 Alberta	6.86	7 Laurier	6.8
8 Ottawa	6.21	8 Saint Mary's	5.17
9 Dalhousie	6.18	9 St. Francis Xavier	6.04
10 Calgary	6.97	10 Wilfrid Laurier	5.99
11 McGill	6.7	11 Winnipeg	6.97
		12 Lethbridge	5.93
		13 Mount Allison	5.89
		14 Brandon	5.75
		15 Mount Saint Vincent	5.39
		16 Lethbridge	5.39
		17 P.E.I.	5.26
		18 Cape Breton (CBB)	4.34
		19 Ryerson	3.82



# Universities Under Siege

The gloves are off as the old guard and the new battle for their share of the turf

BY VICTOR DWYER

It was a debate among scholars—but the issues at stake were more than academic. At a meeting of the curriculum committee of Queen's University in Kingston, Ont., women's studies professor Audrey Kobayashi made a pitch to secure approval for a new course called Race and Racism. When economics professor Daniel Usher asked Kobayashi if she would feature racist academics on her reading list, she replied that she would—in order to deconstruct the flaws in their theories. Usher took exception. "He told me that by being antiracist, I was being ideological," recalls Kobayashi. "He said there is no place in the classroom for ideology." That is not how Usher interprets last January's meeting. Although he concedes that he had "some philosophical problems" with the wording of Kobayashi's proposal, he insists that his reason for voting against her was "a simple matter of resources." Eight months earlier, citing a shortage of funds, the administration had turned down his own request for a new course, and Usher says that he was "upset" at Kobayashi's proposal. "This would have been the university's study course dealing with race at a time when we are living told money just isn't there," adds Usher. "Something is not right."

Something is not right. That sentiment is being echoed on campuses across the country. And the debate at Queen's—in which Kobayashi ultimately prevailed—is now typical in a world where the terrain has become highly contested. For two decades, Canadian universities met the demands of an increasingly diverse community by expanding course offerings, programs and departments, in which a new wave of scholars—including women, gays and visible minorities—could explore their histories and exchange ideas. But with governments furiously chopping deficits, the options of purchasing ideological peace is quickly vanishing. Unspoken agreements to divide resources and pursue separate missions are being cast aside. And formerly peaceful neighbors are increasingly



Felice, studied/professor at McMaster (right): diminished opportunities.

breaking into two distinct camps. No longer agreeing to disagree, they are fighting an all-out war of ideas. Says Philip Jenrick, a professor of political science at the University of British Columbia, "This is a battle for the heart and soul of the university."

In one corner are those who say that mainstream academics, long disheartened by the perspectives of women and others, are now openly hostile to both their intellectual contributions and their career aspirations. "You have an old guard determined to protect its turf," says Colleen O'Manique, a PhD student in political science at Toronto's



York University. According to Monique Friess, a professor of electrical engineering at the University of New Brunswick in Fredericton, it does so "by claiming to defend basic academic principles." If the end of affirmative action the gloves are off. Friess and others appear prepared for a major battle.

Standing in the opposite corner are professors like John Felice of Trent University in Peterborough, Ont., author of the recent book *Abolish Poetics*. They contend that feminists and others, capitalizing on guilt, are bringing a new conformity to campus—creating an atmosphere in which scholars are more concerned with policing ideas than freely exchanging them. As a result, they say, administrators are giving special status to certain opinions, special considerations to certain courses and scholars. Says Felice, "The basic notions of liberal education—a critical distance from cultural investments, a testing of ideas along principles of doubt and skepticism—are seriously under fire."

Evidence of the great divide is everywhere. And it extends beyond debates over curriculum to include broader discussions about the research agenda and, increasingly, the broader academic environment. It is a battle that has attracted nationwide attention, students, professors and administrators at the University of British Columbia in Vancouver remain deeply split over the legitimacy of a \$240,000, 10-month inquiry that reported allegations of mistreatment and sexual harassment on the department of political science. At the University of Manitoba in Winnipeg, arts dean Raymond Currie initiated a formal evaluation of research and teaching in his department of political science after two female professors resigned, and a similar inquiry vindicated their claims of a so-called chilly climate for women.

And it is more that academics on both sides of the debate see as imminent, even politicians have been joining the fray. The Ontario government's two-year-old so-called anti-intolerance provisions place an outright ban on "offensive" campus conduct or speech relating to race, ethnic origin, sex, sexual orientation or disability—and remain as the backbone despite resistance from many in the university community. Early this year, controversial, Ontario MP Randy White took public aim at what he called several "broadacre" grants dispensed by federal research councils. While White insisted his concern was to save tax dollars, critics noted that several of the projects he targeted dealt with ethnic and women's issues.

Although departments in the social sciences and humanities have endured the most public battles, many observers say that the sciences are simmering with resentment on the part of women. Although departments in the social sciences and humanities have endured the most public battles, many observers say that the sciences are simmering with resentment on the part of women. A survey of operating in a field where two-thirds of graduate students and 65 per cent of professors are men. According to Ursula Franklin, professor emerita of sociology and materials science at the University of Toronto, "The sciences are better hidden in the shadows, because women do not have the critical status they do elsewhere." New Brunswick's Friess agrees, "Anything that challenges the status quo is creating stress—and resistance. Many men don't say what they think, but you can see how they physically bridle at the prospect of sharing power and diminishing resources with women who want to move in, and up."

Clearly it is the unprecedented financial pressure that has turned up the heat so quickly and so high. Over a three-year period—1994 to 1997—Alberta's universities will have lost 400 jobs; their provincial funding, a reflection that University of Calgary president Murray

THE BASIC NOTIONS OF LIBERAL EDUCATION ARE SERIOUSLY UNDER FIRE

Prater says "has suffered with our pleasing process." Although he says that he has been able to afford the bulk of cuts into administrative areas, Prater adds that he "cannot nibble around the edges much longer." Over the same period, universities in Saskatchewan, Manitoba, Ontario, Nova Scotia, Prince Edward Island and Newfoundland will have lost between six and 10 per cent of their operating budgets. Meanwhile, Ontario admissions are scrambling to prepare for what University of Toronto president Robert Prichard calls a further "staggering" reduction of \$300 million—another 35 per cent of operating budgets—from the new Conservative government of Premier Mike Harris.

And in a community that depends on public dollars for roughly three-quarters of its income, all universities are bracing for massive federal cutbacks to postsecondary education, health care and social assistance. Scheduled to hit the provinces beginning in early 1996, those cuts will total \$7 billion—30 per cent of Ontario's total spending on such programs—within two years. And every observer fears that higher education will suffer disproportionately. "Provincial governments don't even have the vague guidelines and standards for universities that they do for hospitals under the Canada Health Act," says Senator Saint-Herme, communications co-ordinator for the Canadian Federation of Students. "It will be very tempting for them to make us bear more than our share."

University research is taking a heavy hit as well. Last spring, federal Human Resources Development Canada awarded nearly \$100 million from the budgets of the three major granting councils. Shifting funding to the social sciences and natural sciences by 14 per cent, and medical sciences by 16 per cent, added new pressure to what was already a fierce competition for federal research dollars. "We have gone from a zero-sum game to a shrinking-sum game in a very short time," says Roger Gidycz, chairman of political science at the University of Calgary. "The only thing growing is the tension and stress."

Then the most prominent voices in the current war of ideas recognize the danger to what shrinking budgets lie behind the current dilemmas. Citing lack of federal attention and the process, 194 deans of arts Patrick Marchak has been a vocal critic of the inquiry, conducted by Vancouver lawyer Jean McEwen, into allegations of racism and sexism in the department of political science. She has been joined by critics across campus, including Rusek, who has argued that the inquiry, conducted in secret, appeared to accept as truth complaints about the treatment of women and minorities, and that a ignored principles of fairness, rational and open debate. But Marchak freely admits that racial tensions do exist in the department—and she traces their roots directly to what she describes as "the severe underfunding" of recent years.

Although the report included allegations from students who claimed that professors had harassed and harassed students—allegations that Marchak acknowledges are disturbing—Marchak notes



COLEMAN/STANLEY

## THE SHEER NUMBER OF MEN IN POWER GIVES THEM CONTROL OVER THE PACE OF CHANGE

Many students, notes from photo shows, have become used to being treated with kid gloves.

that "the most common complaint was that the department is not teaching enough feminist theory, which is true, and that we haven't hired enough women, which is true." Says Marchak. "When senior professors leave, we would love to replace them with women, but we are not hiring anyone at all." The results, while 34 per cent of graduate students in political science were women in the fall of 1995, 29 out of 25 professors were men.

Notwithstanding, the disparity is even greater: currently 54 per cent of full-time students are female, but only 23 per cent of faculty positions are held by women. His colleagues' members exist on the ethnic backgrounds of professors or students, but 97 per cent of faculty on Canadian campuses were born after 1980—and most were hired in an era when whites made up the overwhelming majority of those who found jobs.

Now that the country's exploded a share, many of the best are now not being given permanent positions. After years in a part-time position in English literature, York University's Diane Cooper-Clark was named 1995 Canadian Professor of the Year by the Washington-based Council for Advancement and Support of Education. But, citing a lack of money, York has still not given Cooper-Clark a full-time job, let alone a tenure-track position. "Faculty chairs don't know what cut is coming next and they are holding their breath," says York president Susan Matar, who has eliminated \$21 million dollars from a \$252-million operating budget since 1993.

The degree to which the financial crunch is creating new frictions was brought home with particular force in the wake of the University of Manitoba inquiry. Although dean Carrie agreed to implement several proposals for change, he refused to act on one, citing financial reasons, Carrie declined to guarantee that he would hire even a single female professor to political science—leaving the department entirely staffed by men. "If the money is not there," said Carrie, "how can we promise to spend it?" That is a question that is furthest from women. "This cannot be allowed to be seen as a question of finances alone. It is also a question of priorities," says Margaret Little, one of the two professors whose departure prompted

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the chilly climate investigation. "The faculty finds a poisonous atmosphere for women, but the will is not there to keep us the numbers."

Others, too, find the vice of hard times. Using money from a fund put in place by the Ontario government in 1990, Prof. Dennis McPherson of Lakehead University in Thunder Bay transformed a three-year undergraduate program, with only six core courses and six students, into a four-year, 30-course degree with 100 full-time students. But that money runs out each year, and McPherson, who is Ojibwa, says that he has been unable to secure a firm commitment from Lakehead officials for sufficient funding to ensure the program's future health. And he is skeptical that it will be forthcoming in the wake of the government cuts—no matter how well-intentioned administrators may be. Says George Trivelpas, Lakehead's dean of graduate studies and research: "New programs are vulnerable, but that means new voices are vulnerable. We are not talking, per se, about a racial issue. We are talking about a funding issue that will likely play out in racial terms."

While many scholars feel they have much to be afraid of in that harsh new world, others insist that the real danger to academic freedom lies in fear of itself—and the blind panic that has ensued. "There is a quickening sense of diminishing opportunities," says Fricke. "The result can be a frenzied search to find scapegoats in professors—professors with steady jobs, who are graduate students, sitting on important committees, disagreeing with ideas inside and outside the classroom."

Ahead they will be accused of sexism and racism simply for challenging certain actions, Fricke and others contend they are being forced to abide by the rules of a new and complex code of conduct. And they say that it is being policed by what UNC's Resnick calls "the new gatekeepers" of the university—"twenty officers, sexual harassment officers, outside legal funds who will come in and tell you, 'This action is right, this one is wrong.'"

Says Fricke: "Under the guise of fair play, we are seeing a shifting of the ground from the well-being of women and others to the well-being of the ideas of women and others."

Along with the inquiries at UNC and Manitoba, many professors point to the report of the controversial Committee to Make the Department More Supportive to Women at the University of Victoria in 1990. Written by Prof. Severin Resnick and the others, after months of consultation with undergraduate and graduate students, 12 of its 24 broad complaints focused on alleged rejections, made by male professors, of feminist theory and analysis—rather than on situations of outright sexual harassment or discrimination.

Susan Goodwin, a former professor of English at the University of Ottawa, compares such committees with the "Goldilocks for the Prevention of Harassment and Discrimination at the Colleges and Universities of Ontario"—the new tolerance measures issued by former Ontario education minister David Cooke. Although they appear to have been quietly ignored by most university administrators, the



## WOMEN IN THE SCIENCES ARE WEARY OF STRUGGLING TO BE HEARD

Fricke: "new physical breeds at the prospect of sharing power and dislodging measures with women who want to move in, and up"

Ontario delivers results in effect, and prohibit almost any speech or conduct that creates a negative campus environment—in classrooms, laboratories and even residences and cafeterias. Says Goodwin: "All of these little measures are not attempts to ensure that everyone is treated equally. They are attempts to ensure that everyone is treated fairly."

Paul Lacey, a sociology professor at the University of Ottawa, claims to have firsthand experience with that new approach. In an introductory lecture on the faculty he described as "psycho-police" the actions of any person who would conduct an ongoing heterosexual relationship while having clandestine homosexual encounters. Six students walked out of the class and complained to the administration. In response, arts dean Henry Edwards formally reprimanded the professor, saying that his remarks had "disturbed from a productive and orderly learning environment." Although Lacey retracted his statement in class that same day, he has since told Maclean's that he feels "steeled" grievances—women, gays, visible minorities—have begun to take a new tack to defend their place on campus: "If you say anything which assimilates my identity, it should be dealt with by channels other than free and open debate."

But Kobayashi and others warn on precisely that point. Higher education has indeed worked, they say, by being fully open to only some groups—while habitually silencing and dismissing others. "I know that many Queen's students, males from private schools, have become used to being treated with kid gloves," says Kobayashi. "They come into class feeling confident and comfortable with what they have to say."

Kobayashi remembers that those who rail against attempts to create a better atmosphere—whether in a single classroom or across an entire department or university—are simply reacting in fear of being forced to question their own wrong ideas. "Education is often an awkward and difficult thing, and it should be," says Kobayashi. "By making everyone equally comfortable, we are really creating classrooms, and a community, where everyone feels equally uncomfortable."

That is, by all accounts, an uphill battle. The vast majority of women

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## UNIVERSITIES

and minorities who have secured academic appointments in recent years remain in junior posts, part of the so-called Triple A Club of professors—acting, assistant and associate. Kellogg's history notwithstanding, the sheer number of new hires in senior positions grows from enormous power to determine the pace and direction of change, as well as to decide which of their younger colleagues will be handed promotions and tenure.

Women in the sciences contend the problem is acute in a discipline that University of Guelph microbiology professor Janet Wood calls "a masculine culture with wives on the side." Biology professor Karen Messing of the Université du Québec à Montréal says that her field is "brought with danger and mayhem" for young women trying to break in, particularly as research dollars become scarce and competition between laboratories fierce. "The gate-

"Another part of what we do is reach out to communities and expose them. In the long term, you hope their ideas will diffuse through the university, but at first you expect the group affected will take a significant role in leading its own development."

SA, even established female scholars say they must continue to run interference. In fact, some fear that the economic crisis is being used as a cloak to hide broader politically motivated assaults on female and minority scholarship. Last February, Reform MP Sandy White issued a news release lambasting a number of research grants given out by the federal government, which she said were "questionable, given Canada's economic state." Susan Ehrlich, chairwoman of the department of languages, literatures and linguistics at York, was among those whose research he targeted for three-year \$44,000 projects. The Social Construction of Feminist Movements, examines the media use of such phrases as "date rape" and "sexual harassment." Says Ehrlich: "Many of the projects he targeted out did not merely have abstract titles. They also had to do with women, non-white and non-Western cultures."

With the federal clockwork still to come, and with virtually every provincial government promoting harsh new curricula on funding for battle for the university will become only more heated. While no one appears to relish the fight over over-distributing resources, some are the current debates as a critical, even lasting, aspect of what universities are meant to do: provide a public arena in which important questions of political direction and social organization can be fought out. "I think there is a clear appreciation that the old world order is gone and some new order is going to have to evolve," says Traves. "If we weren't taking our own activity as an object of reflection, we would be falling down in our responsibility to ourselves as well as the community."

But others are less sanguine about the long-term effects of the recent debates. "Regardless of whether this has been good or bad thing for the university," says Calgary's Gibbins, "the public is beginning to see us as embedded in a set of issues that are far removed from the kinds of day-to-day issues—employment, economic growth—that are of immediate concern to citizens. If we are seen as people stuck in some particular overly tower, preoccupied with material debates, we are going to suffer as ways both financial and political."

Clearly not embraced by the notion that ideas are likely to get worse before they get better, a weary Bennett, in turn, describes "the crisis" at UBC as "overexcessively draining"—life has not been a pleasant experience for anyone. But even he thinks that some good has come from the recent battles at his own and other campuses. "They have forced both sides to go back and rethink their stances," says Bennett. "It became clearer about what they considered to be the fundamental principles of the university." Still, in a world where new professors' pins spell an other man's loss, neither side is promising that their principles will include collegiality and goodwill. □



keeping point is very often at the dissertation," says the University of Toronto's Franklin, "when many women discover that the kind of research they find interesting runs cyclical in terms of current funding and publishing."

Noting that breast cancer research, a field pioneered largely by women, became a serious area of study only in the past few years, Franklin describes a world where "the teaching and research are not clearly labelled 'feminist,' but the fields to get them funded are long and hard." Others say that the senior gender imbalance in the sciences has virtually produced the kinds of labels that have marked the arts and humanities. "It is very hard to mount a challenge to the status quo," says New Brunswick's Ptas, "which means the sciences are rife with battles and with backslaps at any hint of change."

Renowned academic appointments to particular groups can also raise hackles. When administrators at Dalhousie University in Halifax hired appointments for a new class in Black Canadian Studies to Black academics, some critics called it a "regulation" of scholarly principles of merit and fair play. But president Thomas Traves says the goals of the new program, to begin in 1996, are not strictly pedagogical. "That is only one part of the equation," says Traves.

**THE OLD  
WORLD ORDER  
IS OVER  
AND A NEW  
ONE IS  
EVOLVING**

PHOTOGRAPH BY [unreadable]

In the competitive job market of the 1990s, a university degree is just the beginning

# On To The Future

BY SCOTT STEELE

*It has become an annual rite of exchange. As the leaves turn golden and northern cranes leave, anxious students reach into their closets and dust off their best suits. Next is their graduation year—some flunked by choice, others by sheer justice—they hand off to others from whom narrative scrolls and the best and brightest. In the fall of 1995, more than 1,600 students flocked to one of the largest such events in Kingston, Ont. Sponsored by Wilfrid Laurier University, the association of Waterloo and Guelph, and local Colleges Collège, it featured 94 employers, including Microsoft Corp., 3M Canada Ltd., McCain Foods Ltd. and the Royal Bank of Canada. "Nobody is going to give us a job as a either graduate," observed fourth-year Wilfrid Laurier business student David Moore after making several boasts. "But if you do your work and maintain a positive attitude, I think you can find something."*

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Once upon a time, the optimism was not quite so guarded. Not only were jobs plentiful, but university graduates could look forward to considerable career security. Then came the 1980s. The unemployment rate for 15-to-24-year-olds currently stands at around 15 per cent—almost twice the national average. And, in 1995, Statistics Canada estimates, roughly 20,000 new graduates will swarm in from Canada's colleges and universities into an already overcrowded—and rapidly changing—job market. "New graduates are confronted with a very competitive marketplace, with a lot of experienced people losing their jobs at the same time," says David Lawson, a career counsellor at McMaster University in Hamilton. "Not only are there not enough opportunities for graduates, but they are suddenly competing with people who have years of experience."

According to Lawson, graduate surveys conducted by both the Ontario government and McMaster underline some important trends. More than 80 per cent of 1985 Ontario university graduates were employed within a year of leaving school, a provincial education ministry study reported in 1986, however, a survey conducted by McMaster of its 1992 graduates found that two years after finishing their degrees, only 66 per cent were in the labor force. After receiving their degrees in 1985, only 58 per cent of Ontario grads enrolled in further full-time

I LOVE YOU, ROY ... BUT DO YOU HAVE THE CONCEPTUAL AND MANAGERIAL SKILLS TO MAKE IT IN TODAY'S TOUGH JOB MARKET?

I LOVE YOU, BETTY ... BUT WILL YOU HAVE THE SELF-RELIANCE AND THE INTERPERSONAL SKILLS TO MAKE IT IN THE 21ST CENTURY?

studies. By contrast, that number stood at 47 per cent for McMaster's class of 1992. And one McMaster grad is not going on to further studies close to attend community college—several of which now offer post-diploma programs requiring a university degree for admission and containing substantial work components. Says Lawson, who is also a partner in Career Directions, a private consulting firm: "When graduates feel that they haven't obtained the knowledge, the skills or concrete experience that will translate easily into employment, they look for continued educational opportunities."

At the same time, the working environment has undergone radical shifts. In an attempt to remain competitive in an increasingly global economy, many companies have been rethinking the way they do business. Technological innovation and the computer revolution have been wiping out thousands of jobs even as they open up better new worlds of opportunity. Now, more than ever before, students must be prepared to adapt to change if they wish to avoid underemployment. "Half of all jobs that will exist 10 years from now don't exist at the moment," says Colin Campbell, a Toronto-based human resources consultant and author of *Where Are You Career Survival for Graduates in the New Global Economy*. "And half the people currently employed will be dismissed out of a job. There is a sea change under way. People are having to prepare for a world that they can't quite see yet."

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*Seeing is not doing—anticipating is another. Facing the future with a variety of skills is obviously an advantage, and showed workers are always on the lookout for new opportunities. That wisdom is not lost on Javier Pizarro, a 28-year-old University of Waterloo economics graduate. Pizarro, who also studied marketing and management at a community college, is now a senior training for management specialists at Interforest Ltd., a German wood-reserve manufacturer whose North American headquarters are in Durham, Ont. Pizarro is also taking eight courses at McMaster University and Mohawk College in Hamilton, studying geographic information systems, a cutting-edge field combining computerized mapping and database management that has applications in both business and urban*



planning "I've purposely kept myself very diverse," says Poon. "You can have letters behind your name, but if you don't get out there it won't do you any good."

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What is starting today's job hopside in the face is the need to look in different directions. "So, or seven years ago, one of the primary engines for hiring was the so-called recruiting process," says Lawson. "The competition was among employers to get the best people before somebody else grabbed them up." While large companies used to recruit en masse, some hiring between 20 and 40 schools

each fall, they are now streamlining their efforts, says James Russo, Wilfrid Laurier's director of co-op, education and career services. "Many employers are going to only three or four schools," he says. "Their hiring is more targeted."

Still, career centres report some positive news. Says Bruce Howell, director of Health University's career planning and employment centre. "From what we are seeing, the situation has bottomed out and opportunities for graduates are starting to climb." Gordon Donald, executive director of the Canadian Association of Career Education and Employers (CACOE), a not-for-profit organization whose members include both campus counsellors and major employers, agrees. "We saw a substantial increase in job postings in 1994," he says. "Many schools were reporting 40-per-cent increases."

Hiring is now dominated by medium- and small-sized firms that recruit on a "just-in-time" or "as needed" basis, rather than by the large national and multinational companies, which used to stackpile grads. While big companies still staff campuses, says their Gresham, managers of career services at the University of British Columbia, for some it has become "a sort of public relations event." Increasingly, the available jobs involve short-term contracts or project-based work—an accelerating trend that will leave growing numbers of graduates to view themselves as self-employed service providers who must market themselves accordingly.

That will require a keen awareness of future market trends, a network of employment-related contacts—and an understanding of what it is that employers value most. A recent survey of more than 1,200 senior executives and human resources managers, conducted by the Toronto-based human resources consulting firm Drake Beam Morin-Canada Inc., offers a few clues. When asked what skills are currently most important to employers, the top three responses were interpersonal, managerial and technical. Looking to the future, executives forecast that interpersonal skills would still top the list, but conceptual and computer skills would emerge as the second most important ones. Meanwhile, when asked what is most likely to contribute to the success of white-collar workers in particular, respondents said they look for self-starters with decision-making abilities and self-reliance. In the future, half one-quarter said that self-reliance will be the most important contributor to employment success. Montreal-based career consultant Stephen Kaplan, author of *Don't Wait 'Til You Graduate: The Canadian Job Search Guide for the 21st*

**Wanted: future employees with interpersonal, conceptual and computer skills, above all else**



Poon: keeping himself diverse and on top of cutting-edge technology

World, has surveyed employees from across Canada, asking them what they look for in students. "Without a doubt, enthusiasm, initiative and curiosity were general score items that anything else," says Kaplan. "Generally speaking, they say: 'Technical skills we can teach on the job. We can't teach ambition, we can't teach curiosity and we can't teach motivation.'" Still, Wilfrid Laurier's Russo points out that there has been a dramatic shift in demand for computer literacy. "Students would be pretty naive if they were not capable of using a PC with all the packages," she says. "It is a basic skill."

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Janet Sells is intimately aware of the vagaries of today's job market—and of the importance of self-reliance and self-confidence. In 1994, she graduated from the University of Calgary with a BA in psychology and, she says, "with no idea of what I wanted to do." After a few months looking for work, Sells found a job at a receptionist for two Calgary companies during the same office space—one a hotel-housing firm, the other a private investigation agency. Within a half-hour, Sells had been hired as a private investigator herself, whose duties included conducting background checks on witnesses, doing court services and serving reports and subpoenas. She is now ready to move on, she says, having gained some necessary confidence. "I can sit across the table from a prospective employer and tell them that I am a serious candidate," Sells adds. As for the future? She says that she expects to return to university, perhaps for a degree in law or an MBA. "My second degree," she says, "will be a chance for me to focus more on what I want to do."

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## UNIVERSITIES

So just where are the jobs of the future? When the Drake Boon More study asked executives about future job creation, there were no surprises. 75 per cent said they anticipated job creation in computer and information systems, while 69 per cent saw new jobs arising in sales and marketing and 60 per cent in engineering. Meanwhile, experts believe that changing demographics and lifestyles are likely to present opportunities in financial planning, the environment, tourism and health care. "Things certainly seem better than they were a few years ago," observed fourth-year Wilfrid Laurier business student Mark Jessup at the Kitchener job fair. "There are jobs out there, it's just a lot more competitive."

Competitive, certainly—but students also have to bear in mind that the lines between traditional job classifications are quickly blurring. Good engineers, engineers report, now need strong business skills, accountants need computer system knowledge and computer science graduates, like everyone else, need strong interpersonal and communication skills. And many futurists predict that employers, by necessity, will place an even higher value on interdisciplinary skills. "Knowledge doubles every six to 10 years," says Campbell. "That creates more specialty areas and new jobs. But you also run into the risk of creating a Tower of Babel everyone

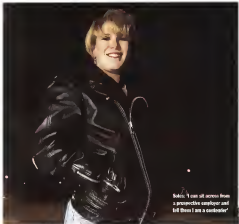
specializes, but no one can talk to one another. What is needed is an integrating factor: most new jobs will be in cross-disciplinary, cross-functional areas."

That, of course, increases the importance of what human resources professionals refer to as "lifelong learning"—constantly updating one's skills to avoid becoming redundant. "People used to get very comfortable in their positions but not necessarily develop skills on a regular basis," says Paul Marzetta, a student employer recruitment adviser at Brock University in St. Catharines, Ont. Now, experts say, failure to do so can be catastrophic. "The worst thing you can do is to stop learning," says Campbell. "If a company is offering you job security but no chance to learn new skills, you should try to leave as quickly as possible because you are becoming progressively unemployable."

In fact, leaving a job is something that many graduates should grow accustomed to. "It is no longer true that students will graduate from university, choose a career for the rest of their lives and make one or two job changes," says Vivian Wahany, head of HR at Wilfrid Laurier, a human resources consulting firm based in South Surrey, B.C. Campbell, for one, predicts that, by the end of the decade, fewer than half of all jobs will be permanent, full-time positions. And rather than sticking with a single employer, increasing numbers of people will freelance: provide services to several—oddly, not working out of their own homes. "It's quite a change for students who grew up in a generation with parents who had a continuing job for many years," says Wendy Collins, director of career and placement services at the University of Alberta in Edmonton. "Now, in some ways they get one job they are probably looking for their next."

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job changes may be increasingly necessary. They are also stressful. Over the past three years, Georgetown, Ont., native Tim Abrey, 26, has held four jobs. He developed an interest in communications, he says, during his work at the campus radio station at Queen's—where he completed a combined history and English lit. That led him on to Ryerson's two-year graduate journalism program. Realizing that in 1992, Abrey first found head radio work in Brockville, Ont., and then moved to a London, Ont., station in the fall of 1993. After that, more a cooperator went at Toronto's CISM FM, where he worked as a news anchor and disk jockey. Let off from CISM in June, 1994, on a corporate restructuring, Abrey is now communications assistant to Marilyn Mushinski, Ontario's minister of citizenship, culture and recreation. Does he recommend such frequent changes? "I was prepared for some uncertainty but I didn't expect things to be this turbulent," he says. "It has been difficult to build a professional



Below: "I can sit across from a prospective employer and tell them I am a candidate!"

rejection." *"Has it been awful? I pushed up a lot of experience in a short time."* *"Heavy metal,"* said that you can use computers. *"It's like a roller coaster—on theory you hate it, but once you get used to it, it's quite enjoyable."*

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The changing nature of the workplace is not only having an effect on workers. It is also being felt on campuses across the country as universities re-examine not only their curricula but also their roles. *"As a society, we do a lousy job of connecting academic studies with the workplace,"* says McMaster's Lawson. *"In many universities, there's a prevailing attitude that education is its own reward, and that getting a job is a wonderful outcome—but incidental to the university's primary purpose."*

Increasingly, students are beginning to question that notion, especially as tuition fees rise and they find their selves carrying heavier debt loads. *"In the 1960s, students brought ideological fervor,"* says Roger Gibbins, chairman of political science at the University of Calgary. *"Now, they are bringing consumer power to a way they never have before. They're asking for greater relevancy and a greater fit between university training and the job market."*

But at the same time, Gibbins and others emphasize that universities are having to cope with increasingly conflicting demands while the business community currently needs graduates with concrete training in so-called hard skills—especially in high-tech areas—the notion that graduates with broad, general skills are best prepared for a changing workplace is prevalent. *"It's not just universities are unwilling to respond to the business community,"* says Gibbins. *"But they are hearing two things, and those things are very different."*

Thomas Tronzo, president of Ballhaus's Delaware University, warns that it would be "disastrous" to see universities as "training warehouses" that meet the short-term needs of particular segments of society. *"You can't predict which way the world will go in the next six months, let alone the next six years,"* says Tronzo. *"It's important to have universities that can deliver grads and research programs that address a wide range of social, cultural and economic needs."* In the short term, however, critics say that it is often difficult for students to make their studies to enhance their future career opportunities. Notes Lawson, *"Many schools put up barriers, preventing students from pursuing areas of their own program area, drastically restricting access to courses in computer science or in business or technology."*

Our way is to bridge the gap between university and the working world is with an internship. That is the route that Winnipeg native Frank Marzio, 23, took after graduating from the University of Western Ontario with a B.A. in economics in 1994. Serving for four months with the New York City-based Chemical Bank's London branch as an intern, he gained experience in many different areas, among them currency trading—and decided that his interest in work in the investment industry. Then, it was off to Toronto and a three-month job search during which he "did a ton of calling and got a ton of rejection." But his persistence paid off in December, 1994, Marzio landed a job with the Royal Bank of Canada, initially in a one-year, paid training program on the bank's treasury division on the trading floor Marzio is foretelling about his goals. *"I want to do as well as possible,"* he says. *"Trading is very performance-oriented—you keep seeing by how much money you make."* *"As for his three-month job search, he says, "The university I didn't know what the real world was like. Looking for a job really toughened me up—and I'm in a happy I came out where I am."*



Marzio: "Looking for a job really toughened me up."

Coming out on top in today's competitive job market often means gaining experience in the business. Career counselors stress that successful graduates target employers with effective resumes and covering letters, have developed a broad base of experience through summer and part-time employment, volunteer work, extracurricular activities, internships and co-op programs, extensively research the organizations that interest them, and, above all, have networked with people who can assist them in their career search. *"The people who generally end up getting the most fabulous jobs,"* says Kaplan, *"are the ones who, before they even get to university, had a plan in mind, who got experience that would look good on their resumes and who got to know the people in their career centers in first year, not in last semester."*

Are students taking the advice to heart? Not everyone is, of course. But at the Kitchener Career Fair, Jeff Davis, an agency manager for Canada Life Assurance Co., said that he was particularly impressed with the current batch of graduates. *"We do a lot of campus recruiting,"* said Davis. *"The students graduating today are much more articulate, much sharper than they were in the past. I think they're better positioned to have an understanding of what is expected at their career center."* Some students, at least, seem to be getting the message. And for them, a world of opportunity awaits.

With SHARON PARSON and VICTOR DORRER in Toronto

# HOT JOB TRACKS

A student's guide to looking for work in all the right places

BY SCOTT STEELE



Albert: business is facing a need to adapt and evolve

## CHANGE MANAGEMENT CONSULTING

Business is booming for Andersen Consulting. The global management and technology consulting firm, with more than 32,000 employees in 47 countries, is widely acknowledged as the industry leader. Its Canadian practice had revenues of \$124 million in 1995—an 18-percent increase over the previous year—and currently employs roughly 1,200 people in 10 offices across the country. According to Canadian managing partner Robert Marston, business is expanding so rapidly that the firm plans to move more than triple its workforce by the year 2000. *"The numbers are going to have to increase dramatically,"* says Marston.

Andersen's current success—and the success of similar consulting firms—spells good news for university graduates. As Marston points out, *"We have made people aware of what we can do, and it's paying off right back to university campuses."* That payoff is largely due to the increasingly competitive economic climate of the 1990s. Organizations must adapt and evolve, across an industry, redefine their strategies—and implement new technologies. As a result, new firms are looking for graduates with how best to "re-engineer," as the jargon goes, in order to be more successful.

A company such as Andersen actively recruits from a broad range

of graduates, including those with degrees in management, commerce, engineering, computer science—well, as a lesser extent, psychology, mathematics and the liberal arts. But the competition is tough. *"We have a very rigorous process—some might even say grueling—recruiting campaign,"* says Marston. During a series of highly structured interviews, interviewers look for "soft" attributes, critical thinking, interpersonal skills, flexibility and the ability to learn. *"New hires are sent to Andersen's Center for Professional Education, a former university campus in St. Charles, Ill., with its own full-time faculty, live up to six weeks. And all Andersen employees spend an average of 125 hours training each year."*

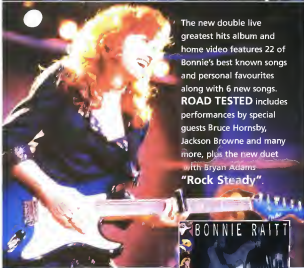
That was certainly attractive to Chantal Albert of Fredericton, who graduated in May, 1995, with a business degree from the University of New Brunswick, where she was also a student union vice-president. After joining Andersen the next month, she spent six weeks in training, being "taught everything from group dynamics to technical computer skills." Now based in Andersen's office in the New Brunswick capital, Albert, 23, is working with the human resources department of the provincial government in implementing a new information system. The job has brought personal benefits, Albert, who previously lived at home, is now far making her own apartment and saving for a Western trip. But the job comes with its primary focus, and her education, she says, has not stopped. *"You are always learning at Andersen,"* says Albert. *"It has been incredible."*





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## COMMUNICATIONS

Technical science and innovation

**B**e forewarned: "Communications is one of the most difficult fields to get into at the entry level," says Montreal-based career consultant Stephen Kaplan. That said, he and other career consultants report that there is currently a "labourer's deficit" in writing technical manuals—for graduates with strong communications skills and, preferably, a bit of computer know-how. "You can never get the technical computer people to write a manual because nobody would understand it," says Kaplan. "Arts and communications people can step in, take the information and write for the layperson," he adds. It is people versatile to become computer literate, there is a growing need for technical trainers and support staff who can bring them up to speed on computer software packages.

Michelle Lawrence, 34, does a little of both. A recent graduate of Wilfrid Laurier University with a double major in English and communications studies, she is now working as a senior trainer for PC Elements Inc., a New York City-based computer-training and consulting firm with a Canadian division in the Toronto suburb of North York. Lawrence teaches clients—including employers of government statisticians, business and individuals—to use such software applications as Microsoft Windows and all Lotus products, including "databases, spreadsheets, advanced levels and macros." As well, she is involved in developing and writing course materials and training manuals.

Although Lawrence did take a basic computer course at university, she emphasizes that before accepting the job she knew little about the field. In fact, she rushed out to buy a personal computer only days before she started working. "Honestly, I knew WordPerfect 5.1 and that was it," she says. "But they said you don't necessarily have to have a computer background as long as you can learn. They were more interested in having good trainers and communicators than they were in having computer wizards. You learn on the job."

Lawrence explaining the world of computers to the layperson



Gardiner: after losing everything, he returned to university at age 38

## ENGINEERING

Computer, software and systems engineers  
Electrical and electronics engineers

**H**igh-tech employers have been among the most aggressive recruiters at a relatively lackluster job market. And who are they looking for? Computers, electrical and electronics engineers to work in a wide range of fields including communications and control systems, robotics, instrumentation and computer software design. According to David Vermont, president of the Canadian Council of Professional Engineers, demand will continue to outpace supply in the foreseeable future for these specialties. "If you have these skills you not only have a job," says Vermont, "but you have a choice amongst jobs."

That certainly was a consideration for Ray Gardiner after he lost his job in the automotive parts industry because of company downsizing. Unable to find other employment or make a go of it in his own business, in 1991, Gardiner and his wife, Helen, lost everything: their car, their house, even their furniture. But he "didn't give up" and, at the age of 38, enrolled in computer engineering at McMaster University with the help of a student loan. "It was extraordinarily difficult," he says, "but I wanted to come out in the very best position I could be in."

Gardiner became active in the campus branch of the Institute of Electrical and Electronics Engineers, helping to organize a student professional conference. And after struggling to get Cs and Bs, he was getting As by his final year. He graduated in May, 1995, and accepted a position as a systems specialist with CP Rail in Toronto, where he works on computer software systems that run rail and motor trains. His wife, meanwhile, has finished a masters degree in psychology and has been accepted into graduate school at McMaster. Gardiner, now 43 and a father of two, offers the following advice to engineering students: "Be ready to work like hell. Apart from that, do everything you can to meet the professionals—you as an associate and hobbyist because these contacts are invaluable."

## TOURISM, TRAVEL AND HOSPITALITY

Canada, eh? A recent federal government study reported that tourism accounted for fully five per cent of total employment and four per cent of the country's gross domestic product in 1992. That same year, revenues from international travel in Canada were up 9.2 per cent to more than \$8.8 billion. Such factors as the low value of the Canadian dollar, concern for personal safety in other traditional destinations and renewed economic growth within source markets, among them Germany, France and Japan, were cited as reasons for increased travel to Canada. The tourism explosion has wide-ranging effects. For one thing, visitors eat and drink, revitalize the restaurants, cinemas and businesses. In 1992, for example, the industry's revenues reached \$15.4 billion, up 4.7 per cent from the previous year. For another, the increase means more money, jobs, training, employment and so on, in ailing public jobs in this tourism sector—in a wide range of activities.

Some employers prefer to start people off right as the dress lines swelling behind the reception desk. Alex Mueller, 24, took such a job at Toronto's Wrenn Harbour Centre after completing his BA in anthropology at the University of Toronto in May. "The front desk is almost like the nerve centre of the hotel," says Mueller. "Every general manager I've known has at some point worked there. There are great opportunities to advance."

Other graduates are in less traditional positions. Kathy Derachuk, 28, who just finished a co-op semester program with a major in tourism and marketing at the University of Calgary, landed a job as a



Member: the front desk is almost like the nerve centre of the hotel

business analyst with the city's convention centre, where she has helped find and implement a software system to handle bookings. She is now turning her attention to a major market-research project for the facility. "When you think of tourism, you think of restaurants and hotels," she says. "But there are opportunities in everything from consulting to software. It is a huge growth industry."

## FITNESS AND RECREATION

Vicky Sasso is not your typical jock. In fact, she says that she was "a very sedentary person" when she first entered Concordia University in 1981 to study biology. "I was not into exercise at all," says Sasso, 33. "I hated gym class in high school." But during her freshman year, Sasso became friends with an exercise science graduate. "She sort of helped me into this whole fitness thing," she says. "Gradually, it started to grow on you and it becomes a part of your life." Sasso did not stop there. The next year, she switched from biology to exercise science, intrigued by career options in the booming fitness field. And after graduation in May, 1985, she accepted a job at the Fitness Concordia, a private facility in north Toronto, where she is a fitness evaluator and programmer.

Part of Sasso's work is definitely high-tech. She first

employed state-of-the-art computerized equipment to test clients' flexibility, muscular strength and body composition. Then, she worked with them to develop personalized fitness programs. She also leads seminars in aerobics.

"Fitness is definitely a growing field, especially with aerobics," says Sasso. "And as we all know, the baby boomers



Sasso, a larger breed, loves to promote health care

are getting older and they'll need to keep up their fitness levels and maintain their quality of life." That says John Sullivan, chairman of Concordia's exercise science department, in part of a larger trend towards preventive health care. "As we move away from the pure medical model, the disease-based model, to a health model, people are responding," he notes. "They realize there are steps they can take to make sure they feel better."

Those steps are certainly creating employment opportunities for graduates in such fields as recreation, physical education and kinesiology. Not only are they finding work as fitness and recreation programmers, but some gain certification as fitness instructors and athletic therapists, who help to treat sports injuries. Others appear as "adapted physical activity"—tailoring fitness programs to the special needs of clients such as seniors and the disabled. For Sasso, who now exercises daily and hopes to work with cardiac patients, her career choice is a perfect fit. "It is very good for me to be working with people who may not have the motivation to exercise, because I was there," she says. "I can relate to both sides."

very of more than 1,200 executives and senior human resources employees by Toronto-based consulting firm Drake, Beam, Martin & Co. Inc. found that only 13 per cent anticipated future job creation in fitness and recreation.

Patricia Pili, manager of human resources at Price Waterhouse, says that she is always on the lookout for "tough, energetic, highly motivated people with great interpersonal skills." And while commerce and accounting students definitely have no edge, many firms still consider arts grads who have some basic business preparation. Take Dave Lottin. He completed a B.A. in English at the University of Western Ontario in London while working as a manager of the Corps, a popular student watering hole. "That I realized that my prospects coming out into an arts degree were not that great," says the Shakespeare aficionado. "The more you get into your education, the more you realize that your future is determined by job market and not your own personal tastes."

As a result, Lottin enrolled in a special one-year diploma program in accounting at Wilfrid Laurier University, graduating in business studies. And before he had even finished, he received three job offers, including one from Price Waterhouse, where he signed on as an auditing staff assistant working towards his CA. "Clear and concise communication with your clients is essential," says Lottin, 28. "At Price, it was made very clear that they were interested in me because I had no arts degree and had worked my way through school—not in spite of those things."

## HEALTH CARE

As soon as health care? It seems hard to imagine, with the system still undergoing some radical surgery. Budgets are under the knife and hospitals are restructuring, trying to cut costs and improve efficiency. Computerization is streamlining administration and speeding diagnosis. But despite the changes, experts predict that the sector will continue to grow by leaps and bounds, and for one simple reason. Canadians are aging. One-third of the population is composed of baby boomers, people born between 1946 and the early 1960s—some of them already getting middle age. "Older people simply require more care," says Toronto-based intern Frank Mueller. "And the baby boomer generation is going to be entering that age and their parents, get it. It is going to be the cruncher at the end who will decide this—not the government bureaucrats."

Experts predict that there will be a rising need for such health-care professionals as audiologists, chiropractors, optometrists and occupational therapists. As hospitals cut back, many of the opportunities will be well-specified clinics. And despite some regional variations, current prospects are especially good for physiotherapists, particularly in British Columbia. "We're seeing a real shift into the private clinic, into industry, into house care and community clinics," says Lesley Macdonald, head of the division of physical therapy at the school of rehabilitation science at the University of British Columbia.

Dawn Powell McRae certainly found this to be true. The UBC graduate's first encounter with physiotherapy occurred at age 15 when, as a ballet and jazz dancer growing up in British Columbia's Okanagan Valley, she required treatment for a minor injury. "I was interested in the healing aspect of the profession and getting people back to their previous level of functioning," she says. After completing a bachelor of science in biology with first-class honours in 1992, Powell McRae entered UBC's physiotherapy program, which she completed in the spring of 1995.



Lesley Macdonald



Letters: you realize your future is determined by the market

New Ze. she works for a company that runs six clinics in the Fraser Valley. In the mornings, she handles an orthopedic one-liner—including people who have sprains and arthritis—at the private Mt. Siesta clinic in Chilliwack. In the afternoons, she works at two local gyms, where her company runs programs for people who have been injured on the job or in automobile accidents. "The number of orthopedic clinics in the townships has increased tremendously," says Powell McRae. "In the future, physiotherapists are going to have to market their skills themselves. People are getting much more assertive in the field and are paving the way for more opportunities."

Powell McRae is hopeful not least, opportunities are with specialized clinics

## ACCOUNTING

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It does not end with graduation. Students who aim to become accountants must gain mandatory work experience while taking for their professional studies and writing industry examinations for professional accreditation. For graduates looking for work, that is actually good news. Chartered accounting firms, in particular, actively recruit at universities to fill the many junior job vacancies left by those who have gained their professional accreditation and then moved upward or into private industry. The vast majority of new hires go directly into auditing, but CA firms are also starting to hire into their taxation and information technology consulting departments. A word of caution: In some professions new requirements as a result of computerization. And a sur

## ENTERTAINMENT

Game programmers  
Computer animators

**M**ick Truchanowski is a well-cadenced "sports video-game junkie." So it is no wonder that the 26-year-old computer science grad from the University of Western Ontario is now in Cleveland. Four months after completing his degree in the spring of 1995, Truchanowski was hired as a junior programmer by Gray Matter, an Oakville, Ont.-based video game development company which produces titles for such industry giants as Sony, Sega, Microsoft, 3DO and Electronic Arts. Now, he is part of a team of programmers, artists and animators developing a new basketball game, called NBA Action, for the sophisticated Sega Saturn system. Says Truchanowski: "We are programming the players with all the knowledge they need to know to play offensive skills, defensive skills, what to do based on where the other players are"—one of those other players being the person actually playing the game. "Basically, we are giving them their brains."

Video games are big business. Gray Matter president Chris Gray, who started the company as a one-man operation out of his parents' Ontario home in 1985, now employs about 70 programmers, artists, animators and producers. And although he declines to discuss revenues, the 27-year-old says that typically they have been rising "between 50 and 100 per cent annually." The company, one of only a few game developers in Canada, has sold about 4 million games and is a player in a worldwide industry that generates some \$13 billion in annual sales—more than the entire Hollywood film business. "This industry holds excellent career opportunities," says Gray. "But one of the challenges is that there are no courses offered in universities for game programming, game design and game displays. It is hard to find the right skills set out there."

So who has the right stuff? Gray says he looks for bright, creative people with, among other things, a strong background in the computer programming language, as well as exposure to 3D animation and graphics display. But even more than that, they must "like games, know games and love games," he cautions.

"We'll be a much larger company if we could find enough talented people," he plans Gray. "We turn away millions of dollars of work every year just because we don't have enough staff."

Occasionally, though, the fit is perfect. Truchanowski developed his first game, a primitive version of hockey on his home computer, a Commodore 64, when he was 15. That, after taking some computer courses at high school, the real opportunity—he plays tennis and hockey in addition to video sports—was his chance to design "little mass games and things like that." While at Western, he did a 16-month internship with IBM. "It was very good experience but nowhere near as fun as this," says Truchanowski, who is thrilled that Gray Matter's casual dress code allows him to wear his beloved Pittsburgh Penguins hockey jersey. "With other jobs it has been a drag to get out bed. But if you enjoy what you are doing, it doesn't feel like work."



Truchanowski (left), Gray: the computer game industry now attracts the Hollywood box office



Last laugh times—but great opportunities in several specialized fields

## LAW

**T**here is little question that law-school graduates are being tough times these days. A 1995 survey by the Law Society of Upper Canada of the 1,254 graduates of Ontario's law schools course in 1994 found that about 16 per cent were still unemployed the spring after being called to the bar. But amid the gloom, there is a glimmer of hope: while job opportunities in traditional legal practice are waning, experts predict that there will be future demand for lawyers in several specialized fields.

Environmental law is expected to enjoy steady growth. As well, the technological revolution is creating work in computer, communications and media law. "The specialized areas of patent law that has to do with intellectual property on the Internet and the new forms of dissemination of knowledge is going to be very important," says Lynn Smith, dean of law at the University of British Columbia and president of the Canadian Council of Law Deans. Meanwhile, economic globalization and closer ties with the Pacific Rim and Latin America are creating opportunities in international law, especially in the areas of trade and taxation.

Chris Lee of Vancouver seems particularly well positioned. After finishing a B.A. in philosophy at the University of Western Ontario in 1989, Lee, a second-generation Canadian whose family is originally from mainland China, moved to Taiwan, where he studied Mandarin and worked as an assistant to the president of an import-export business. Upon his return to Canada the following year, he entered UBC's law school and, after articling with a downtown Vancouver firm, was recently called to the bar. His new work is at UBC's Centre for Asian Legal Studies as a member of long-term projects—mostly funded through the Canadian International Development Agency—and travels regularly throughout Southeast Asia.

Among the centre's projects that Lee is involved with is an initiative to resolve conflict in the South China Sea, where six countries lay claim to a project aimed at helping Vietnam reform its legal system. Although Lee says this he eventually may join a private practice, and is even considering a short-term return to Taiwan, he admits his current job rewarding. "I have a great interest in the Asia-Pacific region and Southeast Asia in particular," says Lee, 38, who is also an avid photographer. "I think the experience I am gaining will help in my career."

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# HOME THEATRE

When Carl B. DeMille invited guests over to catch his latest epic after dinner, it was both an honor and a novelty. In the past, only Hollywood toughs had screening rooms in their homes, partly because of the enormous cost and partly because nobody else could get their hands on prints of the best movies.

Now anyone with a couple of bucks to rub together and a bargain basement videotape recorder can watch secret movies any time the mood strikes. Video rentals have revolutionized the way we entertain ourselves, no longer are we at the mercy of the network pe-

you want to achieve will help narrow the choices. It is worth making the effort; a well set up home theatre system can provide you with a level of sensory experience impossible with ordinary television watching.

of the use of the sound in a small area, a 12-inch screen may well produce a satisfyingly large image, as a bare life space, a 60-inch projection TV may still seem tiny. The only real rule is that wide shots should seem real



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by impressive and so-called "letter-box" widescreen movies should still have an enjoyably large image, even with the black bars top and bottom

### HOME THEATRE

Home electronics folks are often out all that precise when it comes to definition

Theoretically, anything you use to watch movies at home could be called a home theater system, but in practice the term has a somewhat more limited use.

Often, for example, it implies that a room, or part of one, be dedicated mostly to home entertainment. It may be as elaborate as an art deco wonder with actual theatre seats and a popcorn machine, or as simple as a corner of the family room with a sofa facing the equipment.

Home theatre setups usually have large screens, although here large is really a decision

### GETTING SURROUNDED

Almost all home theatre systems have some form of surround sound these days. When the analog master format movie prints to video tape for distribution to local rental shops, usually all the sound tracks are encoded in Dolby Surround, and can be decoded and fed to five speakers in your room using quite modest equipment. Movies can be very enjoyable in normal stereo (or even mono), but most fans prefer to treat themselves to the full impact of surround sound, especially as

that is not a particularly smart or expensive thing to do. There must be some way to replay the movie, of course. A cable feed may be enough, and most new TV sets can catch the stereo signal on most broadcasts and feed it to external equipment. But it is usually conceded that a built VCR is a minimum source for home theatre; hi-fi stereo, play ers and satellite systems are optional.

## FIXING IT IN

Generally, home theatre installations require quite a bit of space. If your area is a large picture—it usually is—then the room you choose has to be big enough to accommodate a large video monitor and let you sit far enough away from it not to be overwhelmed (see Screen Size sidebar). And if you intend to watch with more than a couple of other viewers at a time, you will have to make sure the seating is distant enough from the screen that picture can be dimmed, especially with a projection TV.

By the same token, there has to be sufficient room to accommodate the number of loudspeakers associated with surround sound, usually a minimum of five. The speakers do not need to be large themselves—some of the most effective home theatre systems use tiny speakers—



but you have to be able to place them far enough apart to get a good soundstage. If you want five or six speakers, you'll need to be able to place them for the left and right front channels.

Ideally the surround speakers, which are often referred to as the "rear" channels, should be placed to either side of the main listening area rather than behind it. This places two speakers on the room arrangement, although in reality surround speaker placement is rarely all that on-ideal. (Every room is different, so some experimentation is worthwhile.)

Above all, the viewing room should be chosen with a view to the amount of light that will impinge upon the screen. Usually things are easy to arrange at night as long as lamps do not reflect off the screen and the ambient light level can be turned fairly low, things should be okay. But if you intend to watch during the day, it may be difficult to get the light level low enough. Setting up your home theatre in the basement may do it, or providing heavy opaque curtains to keep the light out. But if you don't do something at that point, you will have to crank up the picture brightness, and that often leads to a sacrifice in sharpness and picture detail.

## NOT JUST MOVIES

Some equipment choices will be affected by what you intend to do with your home theatre system. Presumably you will want to watch movies on it quite often, but that may turn out to be an activity that takes up a minority of your viewing time. If so, it may be wise to choose a different television monitor than you

would for films alone. Big ratios in big movies look best on very large screens, as long as you do not have to sit so close that the seating line becomes distracting. But if you spend a lot of time watching news or other "talking heads," you will soon tire of immense faces staring at you across the room. A slightly smaller screen would reduce this effect without unduly reducing the impact of movie images.

For many people, especially those without dedicated audio or video, the home theatre system will in fact be a multi-use home entertainment centre, used for listening to music from conventional sources as well as film soundtracks. If that is your situation, there are

*Continued on Page 7*

## SCREEN SIZE: HOW BIG IS TOO BIG?

A rough guide to screen size and viewing distance is that the TV screen should be viewed no closer than three times its diagonal measurement. In other words, don't sit closer than about 7 feet (2 m) from a 27-inch set, or watch a 48-inch projection TV unless you are 12 feet (4 m) away (48 x 3 = 144 inches, divided by 12 = 12 feet). If you sit too close, you will see the horizontal scanning lines that create the TV image, as well as other distracting video artifacts. Conversely, if your seating area is just 10 feet from the TV set, a 40-inch screen would be too big; something like 36 or 40 inches would be suitable — 10 M.

## GET TO KNOW THE LINGO

Here are some common terms you'll hear (and see) when shopping for a home theatre.

**AMBIANCE:** Low level sounds that set a mood or suggest the character of a particular place, often assigned to the surround channels, e.g. rain, crickets, thunder storms, wind, etc.

**ANALOGUE VS. DIGITAL:** With analogue recording and playback, a parameter such as the width of a movie soundtrack, the magnetic field on the recording tape, or the side to side sweep of the groove on a phonograph record, varies in a way that is directly analogous to the sound waves of the original sound.

**DIGITAL RECORDING AND PLAYBACK:** You can think of the sound wave of the original sound as assigned numeric (or digital) values, which are represented as microscopic pits on CDs, magnetic pulses on tape, or microscopic dimples on a digital movie soundtrack. When the recording or soundtrack is played back, the numeric values are converted back to the varying electrical voltage needed to drive the speakers.

Digital soundtracks can be high quality, but they take up more room than analogue

**STEREO:** Background sounds, such as wind or traffic noise, which add to the reality of a scene. These sounds are sometimes recorded right in the shooting location, for mixing into the soundtrack later (often in the surround channels).

**DOLBY SURROUND DIGITAL:** Dolby Laboratories' newest film sound format, (often referred to as AC 3) which provides five full range digital sound channels plus a bass effect channel on 35mm prints in addition to an analogue track providing compatibility in all theatres. The home version of AC 3 is available on laserdiscs and there are many home components that can reproduce it.

**DOLBY SURROUND PRO LOGIC:** The form of home theatre decoder that can only access the surround information from Dolby Surround programming, but also provides a center channel to keep dialogue firmly centered in the TV screen regardless of viewer location. Originally expensive, low cost decoder chips today make Pro Logic affordable in all kinds of home entertainment systems.

**DYNAMIC RANGE:** The range between the loudest and softest sounds a stereo format or system can reproduce properly.

**STEREO:** From the Greek word for solid, (sometimes sound recording and reproduction by more than one [more] channel). In home music reproduction, stereo refers to more than two sets (left and right). In addition to left and right channels, proper stereo stereo (like Dolby cinema and home theatre formats) has a centre channel to keep dialogue centered on the screen, plus one or more surround channels.

**STEREOPHONIC:** A loudspeaker dedicated to reproducing low bass.

**SURROUND SOUND:** The reproduction of ambience, atmosphere, and musical spatial effects from any point around the listener by means of multichannel sound recording.

**THX:** A trademark licensed to movie theatres and manufacturers of home theatre products, identifying compliance with the performance parameters of Lucasfilm Ltd., for commercial and home theatre sound systems. THX-certified theatres use professional Dolby cinema processors for playing Dolby soundtracks (which is why both logos can appear on the same theatre marquee), and all THX licensed home theatre systems are so far based on Dolby Surround Pro Logic decoding (but THX-certified AC 3 components are in development).

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9. The Fugitive
10. Backdraft

AC-3 indicates a new laserdisc release encoded with a Dolby AC-3 Digital soundtrack for playback on AC-3 compatible laserdisc players and AC-3 A/V receivers/decoders. All of these should also be available as videotape rentals, on a hi-fi VCR with a Dolby Pro Logic receiver, the impact will be nearly as good as from laserdisc.

## THE CARE AND FEEDING OF VIDEOTAPE

To keep your tapes in good shape, Sony recommends these storage tips:

### CLEAN YOUR VCR

Tapes are constructed of a magnetic layer coated onto a plastic-type base film. Waxes or scratches may appear if they are played on a poorly adjusted or dirty tape path mechanism. Cleaning and servicing your VCR enhances the life expectancy of your tapes. Do not use VCR head-cleaning tapes unless visible on-screen evidence (snow, black/white streaks, etc.) suggests that the video heads are dirty. Don't use cheap duplicate grade tape. Stick with recognized brands — Sony, Fuji, TDK, Maxell, etc.

### AVOID EXTREME TEMPERATURES AND HUMIDITY LEVELS

Tapes can be damaged by excessive temperature and humid conditions. Store them in conditions that you personally find comfortable.

### STORE TAPES UPRIGHT IN CASES

Store recorded tapes at their cases standing

up, either on their sides or ends. Storing tapes without their cases can damage cassette shells and allow dust and particles to enter the cassettes.

### REWIND OR FAST FORWARD TAPES

Give your tapes some fresh air. Occasionally fast forward and rewind the tape. Checking the tape's content during playback gives the same beneficial effect. At least once a year, at the very least, once every three years.

### KEEP TAPES AWAY FROM STRAY MAGNETIC FIELDS

Do not store your tapes near speakers, electric motors or similar devices. The magnetic fields in these products can weaken a tape's recorded signal or increase tape noise.

### ACCLIMATE TAPES TO DIFFERING CONDITIONS

Tapes may either expand or contract depending on environmental conditions. When storage or usage climates change, give the tape time to 24 hours to acclimate before use.

## Continued From Page 4

a couple of audio considerations.

First, be aware that loudspeakers that provide terrific impact when reproducing dialogue and the crashes and booms that litter many soundtracks may not fare as well when it comes to reproducing music alone. Before you make a final decision on speakers, therefore, you should check how they handle ordinary music recordings, take a couple of CDs you know very well to the store and have the dealer play them through any system you are considering.

On the other hand, it is usually true that good music speakers can handle movie sound well as long as you can make a good match between the main stereo speakers and the other speakers in the system, you can get the best of both worlds.

Another factor to consider in your ability to enhance natural two-channel recordings by adding simulated reverbation (often called ambience or hall modeling) after all, you will have the extra speakers. Most current sound decoders have at least some provision for such enhancement, but it varies widely as to the range of choices you are offered and their effectiveness. Give a listen if that capability appeals to you.

## APPROACH STEERED TO SUBWOOFER

You may choose to create your home theater system by building an equipment you already have. This obviously makes economic sense, it may make technical sense as well.

Look first at your present stereo system. If you do intend to listen to music through your home theater system frequently, and if you like the sound quality you now have, you are way ahead of the game. You may be able to use almost everything you have now and simply add the pieces necessary to handle the sound sound.

A number of companies make add-on surround sound decoders intended to work with existing stereo systems. Most include those built-in amplifiers for the extra channels (surround and center), but simply feed the main left and right signals to the components you already have — your stereo receiver or amplifier.

Although this arrangement may yield the most satisfactory sound, it is usually not the cheapest way to go. Outboard decoders tend to be fairly costly—prices start at about \$100 and top—compared to all-in-one surround-sound receivers. On the other hand, such decoders tend to incorporate the latest technology and the most elaborate ambience enhancement circuits.

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set. This extracts a center channel signal (which carries most of the dialogue) and feeds it to its own speaker placed above or below the TV screen. This allows listeners to hear the voices coming from the screen even if they are sitting off to the side. Pro Logic also extracts a stereo surround effect signal and directs it to a pair of speakers further back in the room.

Decoders can be separate components, either with or without supplementary ampli-

fiers for the three stereo channels—from left and right—and more modern speakers for the other channels. That is appropriate in many cases, as rear usually means bass, and the center and surround channels in Dolby Pro Logic do not have much of a

But using widely different speakers runs the risk of tonal mismatches, so many of the best systems are designed to use very similar smallish speakers in all locations and not at

run of the mill surround sound. Identical speakers across the front, special diploids in the rear, dual subwoofers, minimum power levels—all drive up the cost of THX systems. Still, for now, they represent the standard.

## OUT OF THE BOX

A home theater is usually a large investment, and it is worth making sure that the equipment you have chosen is set up right. That may be a matter of following the instruction manuals of the various pieces closely, or of having the dealer come over your home and set things up for you. Either way, there are some matters of fine tuning you should attend to once everything is in place.

First, it is almost guaranteed that the location you intended for the subwoofer will be wrong. Placement is critical for this component, and performance can be improved (or degraded) immensely by moving it only a few inches. Be prepared to think quite a lot to get the full three-dimensional sound you want. One trick, if size does not prevent it, is to place the subwoofer in your listening chair and then walk around the room to hear where it sounds best. Move the speaker to that point and it should sound that good when you sit in your chair.

As for the television's picture, do not assume that the manufacturer's settings for color, brightness, and so forth are correct. There is no such thing as "correct" and the choices made in the factory and to be pretty arbitrary—and sometimes lousy. For one thing, the sets are almost always too bright.

Take some time to adjust the setting so that blacks are really black, gray tones are not too dark, and contrast is enough so you are not squinting at the screen. Then check every so often to make sure that the settings you have chosen have not changed. A few dots of tape will make things easier for you, but mostly you can get the appropriate picture quality by using a good level of eye signal. Viewscan is a good bet because they are JVC.

A home theater system can be simple or complicated, expensive or economical. But when you finally put together the setup that is right for you and your home, it can add a truly remarkable extra dimension to your home entertainment.

Let G. Masters be a feature writer on audio topics for *Sound & Vision* magazine and in the *Hi-Fi* section of *Wired* magazine for *The Stereo* line.



Dolby Logic: Today's home theater decoders can be designed to use the most efficient, natural sound—like the way you hear a song without the guitar, TV and with stereo capability.

PHOTO: PHILIP L. GORDON

Best for the center channel, or they can be included in audio/video receivers, which do all the electronic chores for the system, including pulling in FM signals and setting in a control switcher for both audio and video sources. It is possible to buy a Dolby Pro Logic receiver for less than \$400, but that usually involves sacrifices in terms of power and flexibility. From \$700 on up, however, receivers offer what all but the most coaching home theater buyers require.

## COORDINATING THE SPEAKERS

As with any sort of audio system, very careful consideration must be given to the loudspeakers that will reproduce the sound. In theory, the ideal would be identical full-range speakers for all channels, but this is rarely practical. Many systems are built around full-size speak-

ers for the three stereo channels, and the two larger bass units to handle all the low frequencies. This arrangement means that the speakers that need to be placed as far from the front as possible for directional purposes (the "surrounders") can be quite small, and the bass speakers ("subwoofers") tucked out of sight. Bass tends to be non-directional, so the subwoofers can be placed almost anywhere, even behind the listeners.

One special sort of surround setup is the THX system. THX is a series of technical standards established by Lucasfilm (you, Star Wars' George Lucas) in the U.S. to ensure that what you hear in your home theater is close to what the producer heard when he made the movie. The standards are derived from similar technical rules established by Lucasfilm for movie theaters, and their rigor tends to make for equipment that is more expensive than the



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## BIOTECHNOLOGY RESEARCH

Antenatal periles, sleeping fever in cattle, bacterial kidney disease in fish—hardly the stuff of regular dinner-hour conversation, but broad-based business issues in the burgeoning, relatively new field of biotechnology. The majority of companies involved in biotechnology are small specialists started by university researchers. Ontario, Quebec and British Columbia are the industry leaders, and already some biotechnology companies are at yet turning a profit, revenues in British Columbia, for example, increased 60 per cent in 1994—up \$8.5 million—over the previous year. Employment in private B.C. biotech firms, meanwhile, has grown by 21 per cent in the past two years and is expected to grow a further 34 per cent by 1997 to about 180 people. B.C. public-sector biotechnology initiatives, meanwhile, currently employ about 2,000 people. “I am convinced that Canada can be extremely competitive in this area, scientifically and technologically,” says Michael West, director of research at Microtech Biotech Inc., a small Vancouver company doing advanced antibody research. “We are among the best in the world.”

That is partly due to graduates like Rebecca Wong, 26, who completed her PhD in the department of microbiology and immunology at the University of British Columbia (UBC) in the fall of 1993. Wong is now working with West to produce peptides—small proteins with antitumoural properties—which the Microtech scientists hope can be used to help combat antibody-resistant bacterial strains. West says that he is “optimistic” that there will be continued growth in the biotechnology sector. But the situation is volatile. “It’s a very difficult market and industry,” says West, “and post’ll see lots of new startups, lots of failures and lots of mergers.” Part of the problem, he explains, is raising the capital needed to fund private high-tech research. “People must be increasingly entrepreneurial and willing to accept risk,” he adds. “We have to change our attitudes and say, ‘This is an area that we want to support in a positive way.’”

Wong, for her part, says that employment in the biotechnology industry was a natural outgrowth of “the direction of my studies.” The entire of Wong, who moved to Canada with her family in 1983, earned her undergraduate degree in biochemistry at Simon Fraser University during that time, did five cooperative work placements, one at a federal government agricultural research station studying the biochemical composition of marine organisms, two terms at a pharmaceutical company doing antibiotic research, and two terms at UBC’s Biomedical Research Centre working on cell division. “I wanted to bring my background in science into some practical applications,” says Wong, who has recently rediscovered a childhood love—playing the piano. And if all goes well, her research may one day save lives.

## PERSONAL FINANCE

Financial planners and investment consultants  
insurance company representatives

Money talks—of the boom in personal finance services is any doubt. Just ask Chris Mueller. After four years at Carleton University and summers in the army reserves—including an assignment to the changing of the guard on Parliament Hill—the 22-year-old graduated last spring with a bachelor of commerce in international business. Mueller, a native of Alberta, saw several possibilities before going to work for insurance

giant London Life’s Ottawa branch. But Mueller’s job has little to do with traditional notions of insurance work. Instead, based on a financial plan, he now offers his clients a diverse product line that includes mutual funds, GICs, savings schemes and retirement savings plans as well as life and disability insurance. “The industry has changed and is much more service oriented,” says Mueller.

The insurance sector’s diversification into personal finance services is not hard to understand, given the potential profits at stake. Baby boomers are maturing and have greater disposable income, creating demand for professional advice to manage their money. Warnings that the Canada Pension Plan may one day go the way of the dinosaur are prompting people to plan carefully for retirement. And, according to Canada reports that advise young families to engaged retirement savings plans have quadrupled since

1983—and rose nine per cent in the 1994 tax year alone to a record \$29.9 billion. The move towards more customer employment, meanwhile, means that fewer workers have company-sponsored pensions and benefits—and must plan carefully for their own security.

Contract employment, in the form of an offer from GIM, was also on Mueller’s list of possibilities. In the end, he decided on London Life—but not because of job security considerations. Instead, Mueller says that he chose “the independence” of his work. True, he works on commission, but he notes that a motivated, hardworking graduate can expect to make between \$30,000 and \$50,000 a year—an amount of salary that can easily rise into the six-figure range with experience. He is also working towards designation as a chartered financial consultant. “The ‘ask to my client,’” says Mueller. “I’m being able to arrange my own schedule—which includes meeting clients on the golf course.” “I can go to what I do,” he adds. “I can earn a decent living.” And who takes care of Mueller’s personal financial planning? He does, of course—the ultimate sign of self-reliance.



Mueller: A flexible situation that allows him to suit his clients on the golf course

Wong: Bringing her scientific background to the new and burgeoning field of biotechnology

## SALES AND MARKETING

Sales and marketing drive the wealth of organizations—and all sorts of employees are lining up to get in to sell, sell, sell. Some companies, such as pharmaceutical or high-tech firms, may require a technical or scientific background. Others, like office supplies and retailers, often provide training. It is true that it is likely to continue, but many companies are now customizing their products to their client needs, relying on the hard sell of the past with customer service. But he prepared to start at the bottom. "Others with sales, marketing and installing organizations, you have to do your time in the trenches," says Eric Stowell, director of Acadia University's career planning and employment center. "In order to become a manager or involved in the marketing side of things you need to learn your product and you must know your clientele. What better way to do it than to be in the trenches, right down on the floor or out in the field selling?"

Cassandra Caldwell, who majored in marketing at Acadia, has no problem with that concept. After graduating in the spring of 1995 with a business degree, Caldwell accepted a position in the service and distribution department of Baskin-Robbins Co. in Kentville, N.S. There, she oversees work teams in the shipping department and helps to ensure that the company's products—which include Reeses' pots to chips and Doritos tortilla chips—get out to customers on time. Eventually, Caldwell hopes to advance. "When I took the position it was emphasized that this would be good background and would help lead me into the marketing side of things," says the 23-year-old outdoor sports fan. "You go right into marketing and you have no experience in other fields you won't be as beneficial to your company."

Experience definitely can pay off. After completing a bachelor of commerce at the University of Alberta in April, 1994, Ian Gray landed a job in the marketing department of Education First. But after nine months on the job, he left for Chile, where he spent four months putting his Spanish language skills to use. He also took Spanish courses at university—to work in the marketing department of LACRO Chilean Airlines SA on an international job exchange arranged by Brussels-based AESSE, the French acronym for the International Association of Students of Economics and Commerce. Gray then returned to Edmonton, where he was hired as an international trade co-ordinator for the Environmental Services Association of Alberta, a nonprofit industry association representing about 375 environmental-related companies in the province. Now, he is helping to train up international business for association members—especially in Latin America. "Basically, we are helping them enter the international market and be competitive," says Gray, 23, who in his spare time plays competitive soccer and keeps up his Spanish by reading and attending an advanced conversation course at the university. In his position, Gray has finally realized many of his career goals. "I was always interested in working in an environmental-related field, in doing the research between in Latin America and in marketing," he says. "All these have come together in this job."



Gray: using his Spanish skills to promote Canadian business in Latin America



Gray: now a Commerce BA in progress manager for Education First

## COMPUTER SCIENCE

Computer programmers  
Systems analysts  
Software developers

Oshorn Marsh had his first computer as a teenager living in Sudbury, Ont. By today's standards, his Commodore 64 would be about as outdated as a Model A Ford, but at the time, it introduced him to a whole new world. "He had quite a good idea of what computers were going to be like," recalls Marsh, 34, with a chuckle. A recent graduate in mathematics from the University of Waterloo with a major in computer science, he parlayed two co-op work placements with Richmond, Wash.-based Microsoft Corp. into a permanent position as a program manager in the Windows 3.11 group, which has developed an operating system targeted at high-end users, including businesses. "A lot of other jobs were more programming-oriented," says Marsh, who works with technical, marketing and graphic artists to take software through design, development, testing and documentation. "Here, I have a chance to work on many aspects of a product."

According to Toronto-based business futurist Frank Festler, there is a new computer being switched on in North America every two seconds. And Festler, author of *The Future Consumer* and Canada's first *Consumer Guide*, predicts that by the year 2000, more than two million Canadians will be working directly with computers and another 80,000 in computer-related areas—more than double the 1990 figure. He is by no means alone in forecasting "explosive growth," especially for systems specialists—although he cautions that, for example, mainframe programming is being performed in such countries as India and China at significantly lower cost than in North America. Meanwhile, there is currently a North American shortage of high-level computer engineers.

Software development, too, is booming. Companies such as Ottawa's Coplan Inc., which produces contractor customisation packages, and Corbi Corp., which specializes in graphics, have helped establish Canada as an industry leader. And the computer science department at Waterloo, located in what is now called Silicon Valley North, is a favorite spot with recruiters. "Who gets the best jobs? Karin Plummer, a technical recruiter for Microsoft, says her company looks for "people who have strong technical, analytical and problem-solving skills." In other words, graduates like Marsh. "There are all kinds of opportunities in this field," he says, "and Microsoft is a very dynamic place to work."

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## The Maclean's Directory

Every university in the Maclean's survey has a unique history, a distinct mission—and its own particular strengths. The student numbers below refer to the 1994-1995 academic year; tuition fees are for undergraduate arts and science courses in Sept., 1995.

### ALBERTA

Calgary (1994)  
President: Kevin O'Neil  
Full-time students: 3,054  
Part-time students: 467  
Tuition: \$3,495

### ALBERTA

Edmonton (1995)  
President: Robert D. Fraser  
Full-time students: 2,367  
Part-time students: 2,814  
Tuition: \$2,525

### BRITISH COLUMBIA

Vancouver (1994)  
President: J. Wayne Horder  
Full-time students: 1,267  
Part-time students: 550  
Tuition: \$1,968

### BRITISH COLUMBIA

Vancouver (1994)  
President: C. Dennis Anderson  
Full-time students: 1,910  
Part-time students: 1,505  
Tuition: \$2,067

### BRITISH COLUMBIA (KUC)

Kamloops (1994)  
President: David W. Brinkley  
Full-time students: 29,502  
Part-time students: 7,303  
Tuition: \$2,295

### BRITISH COLUMBIA

Vancouver (1994)  
President: Terence White  
Full-time students: 6,842  
Part-time students: 3,704  
Tuition: \$2,555

### BRITISH COLUMBIA

Vancouver (1995)  
President: Murray Fraser  
Full-time students: 17,874  
Part-time students: 2,811  
Tuition: \$2,060

### BRITISH COLUMBIA (KUC)

Kamloops (1994)  
President: Jacquelynne Theysen  
Full-time students: 3,822  
Part-time students: 348  
Tuition: \$3,000

### BRITISH COLUMBIA

Vancouver (1994)  
President: Robert Fraser  
Full-time students: 31,168  
Part-time students: 2,913  
Tuition: \$2,790



Students at the University of Western Ontario: a wealth of choices for the undergraduate

### BRITISH COLUMBIA

Vancouver (1994)  
President: Frederick Lohy  
Full-time students: 23,644  
Part-time students: 11,424  
Tuition: \$1,693

### BRITISH COLUMBIA

Vancouver (1994)  
President: Thomas Towns  
Full-time students: 9,326  
Part-time students: 3,585  
Tuition: \$3,095 (arts and social sciences), \$3,595 (science)

### BRITISH COLUMBIA

Vancouver (1994)  
President: David Sheple  
Full-time students: 20,905  
Part-time students: 5,153  
Tuition: \$1,688

### BRITISH COLUMBIA

Vancouver (1994)  
President: Robert Rosenthal  
Full-time students: 31,468  
Part-time students: 2,720  
Tuition: \$2,401

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Vancouver (1994)  
President: Robert Rosenthal  
Full-time students: 31,468  
Part-time students: 2,720  
Tuition: \$2,401

### BRITISH COLUMBIA

Vancouver (1994)  
President: Peter Paul  
Full-time students: 2,133  
Part-time students: 2,798  
Tuition: \$2,452

### BRITISH COLUMBIA

Vancouver (1994)  
President: Howard Tennant  
Full-time students: 4,247  
Part-time students: 582  
Tuition: \$2,600

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Part-time students: 5,153  
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Vancouver (1994)  
President: Robert Rosenthal  
Full-time students: 31,468  
Part-time students: 2,720  
Tuition: \$2,401

Full-time students: 802  
Part-time students: 505  
Tuition: \$2,190

### BRITISH COLUMBIA

Vancouver (1994)  
President: Marcel Henslin  
Full-time students: 10,306  
Part-time students: 7,500  
Tuition: \$2,451

### BRITISH COLUMBIA

Vancouver (1994)  
President: Elizabeth R. Egan  
Full-time students: 2,843  
Part-time students: 585  
Tuition: \$2,625

### BRITISH COLUMBIA

Vancouver (1994)  
President: William C. Leggett  
Full-time students: 32,999  
Part-time students: 2,720  
Tuition: \$2,401

### BRITISH COLUMBIA

Vancouver (1994)  
President: Charles Lajiness  
Full-time students: 10,343  
Part-time students: 11,540  
Tuition: \$2,402

### BRITISH COLUMBIA

Vancouver (1994)  
President: David Lawless  
Full-time students: 3,108  
Part-time students: 524  
Tuition: \$2,475

### BRITISH COLUMBIA

Vancouver (1994)  
President: David W. Brinkley  
Full-time students: 29,502  
Part-time students: 7,303  
Tuition: \$2,295

### BRITISH COLUMBIA

Vancouver (1994)  
President: Terence White  
Full-time students: 17,874  
Part-time students: 2,811  
Tuition: \$2,060

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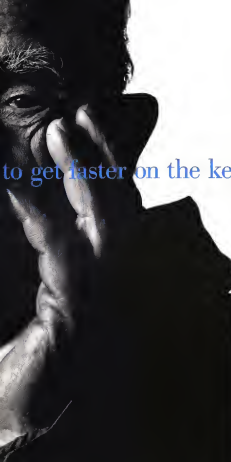
Vancouver (1994)  
President: Robert Fraser  
Full-time students: 31,168  
Part-time students: 2,913  
Tuition: \$2,790

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Vancouver (1994)  
President: Robert Fraser  
Full-time students: 31,168  
Part-time students: 2,913  
Tuition: \$2,790



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## UNIVERSITIES

*Continued from page 62*

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Toronto (3327)  
President  
Robert Pritchard  
Full-time students:  
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Part-time students:  
14,876  
Tuition: \$2,451

### TRENT

Peterborough Ont. (2063)  
President  
Lynne G. Cavall  
Full-time students:  
3,837  
Part-time students:  
1,500  
Tuition: \$2,451

### VICTORIA

Victoria (3302)  
President: David Strong  
Full-time students:  
9,695  
Part-time students:  
6,486  
Tuition: \$2,302

### WINNIPEG

Winnipeg, Ont. (3267)  
President  
James Downey  
Full-time students:  
17,425  
Part-time students:  
5,202  
Tuition: \$2,402

### WESTERN ONTARIO

London, Ont. (3476)  
President  
Paul Gavigan  
Full-time students:  
22,018

Part-time students:  
6,030  
Tuition: \$2,451

### WILFRID LAURIER

Waterloo, Ont. (3315)  
President  
Lorne Winslow  
Full-time students:  
9,396  
Part-time students:  
2,569  
Tuition: \$2,298

### WINDSOR

Windsor, Ont. (3887)  
President  
Donald Lewis  
Full-time students:  
11,800  
Part-time students:  
4,525  
Tuition: \$2,452

### WYOMING

Winnipeg (3371)  
President  
Marlene Mason  
Full-time students:  
2,748  
Part-time students:  
4,699  
Tuition: \$2,292-30  
(varies), \$2,900-90  
(incidental)

### YORK

Toronto (3589)  
President  
Susan Mann  
Full-time students:  
21,253  
Part-time students:  
9,757  
Tuition: \$2,445

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# 'What went wrong?'

More Martensville charges are stayed

Like a recurring nightmare, the Martensville child sex abuse case continues to haunt the Saskatchewan police system. In June, 1993, national attention was focused on the southern community just north of Saskatoon where nine people, including five active or former police officers, were charged with 170 counts of child sexual and physical abuse. But slowly, and gradually, the Crown's case unravelled. Ultimately, only two people were convicted: a woman who cannot be named because she was a young offender at the time, and Travis Sterling, the son of Ron and Linda Sterling, who operated the day-care centre where the abuse allegedly occurred. In May, the young offender's conviction on a charge of sexual assault was overturned on appeal. Last week, the Saskatchewan Court of Appeal threw out six of seven sex assault convictions against Travis Sterling. "On the evidence," wrote Justice Colleen Telfer, "many of the alleged offences did not or could not have occurred."

The appeal court's ruling sparked renewed calls for a public inquiry into the Martensville case. Winnipeg lawyer Herish Wolch, who defended Travis and Ron Sterling, argues that an inquiry is the only way to get to the bottom of a case that deeply shook many Saks. "The question remains: 'How could so many people who appear to be absolutely innocent be given so many charges? What went wrong and how do we stop it in the future?'" But as he has done in the past, Saskatchewan Justice Minister Rob Mitchell last week rejected demands for a public inquiry. "It would not produce any useful results," said Mitchell. "We don't have the kind of case in our information that need to be filled in by an inquiry."



Travis Sterling calls for a public inquiry

With or without a public inquiry, it is unlikely that the Martensville case will soon fade away. Saskatchewan police officer John Popowich, who last charged against him stayed, has launched a major civil suit against the Saskatchewan government, prosecutors and police. Popowich, who eventually returned to a job with the police force, is suing for religious persecution, breach of charter rights, conspiracy and negligence. His lawyer, Geoff Dufour, says he does not expect the civil suit to go to trial for a year. But when it does, Martensville's bad dreams will play out again.

DANIEL KRAMER in Regina

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Bouchard and Best: the most buzzed person I've ever met

CANADA

## A woman of mystery

**O**fall the questions left by Quebec's referendum, there are none more intriguing than those surrounding Audrey Best, the wife of Lucien Bouchard. If the Bloc Quebecois leader is to be believed, the future of Quebec—and perhaps all of Canada—may well rest in

the hands of the 35-year-old Californian with the good French accent and perky smile. It is an actress' burden, particularly for someone who is neither a citizen of the country nor eager for publicity. "She is a very, very private person," says Martin Lawrence, the Bloc leader's spokeswoman,

"She wants to keep her children, and her personal life, out of the spotlight."

A laudable objective, no doubt, especially in view of the tender age of their two sons, four-year-old Simon, and Alexandre, who will be six on Nov. 29. But not very enlightening for those monitoring the outcome of the family discussions that, according to Bouchard, will largely determine whether he seeks Jacques Parizeau's mantle as premier of Quebec or walks away from politics, abandoning the dream of leading the province to independence. For despite the key role that Best will apparently play in the Bloc leader's decision, which he has said he will announce after his return home on Nov. 20, few Canadians know much about her, much less the forces that shaped her personality in the past or drive her desire in the present.

Not are they likely to learn much more in the near future. "Martine Bouchard does not grant interviews," Lawrence said flatly last week. The Bloc does offer an official biography. But it is brief, a mere nine lines listing the bare details of her birth (on March 26, 1963, in Nice in the north of France), her marriage to Bouchard (on Feb. 17, 1989, in Hollywood, Cal.), and the birth of her children. It also describes her education in California, and in Paris, where she studied art history and French, and her early career working in the "internal auditing department" at the "McDonnell Douglas Aerospace

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# REBELLIOUS COURAGEOUS COMPLEX DRIVEN

CHRÉTIEN  
THE WILL TO WIN

Editorial  
LAWRENCE MARTIN  
Lester Publishing

CANADA

## The Ottawa malaise

Smaller, less useful, slower, less well-running—but cheap. Those were the phrases that government officials used last week to describe plans to spend \$600 million on new search-and-rescue helicopters for the Canadian military, rather than the \$4-billion purchase plan put forward by the Conservative government. True, the new stripped-down helicopters can't perform when there is moderate icing (when they might be most needed). But like heart, they will be there, on the ground, functional or not, anytime Canadians want to look at them.

All of which sounds, rather depressingly, like a description of Liberal cabinet ministers in the post-rebuke era, pre-budget funk of official Ottawa, the Liberals' long-adapted dog-at-my-homework school of governing: they talk about the things they would like to do, even as they explain why they have not done them. A desperately needed cabinet shuffle, one senior adviser to Prime Minister Jean Chrétien has said, is a bad idea because new ministers might have new ideas—which require new expenditures. But even obvious ideas are slow to move money are kept quiet because of the political consequences of spending cuts in Quebec. Despite its obvious ineptitude, for example, want to bet on whether Immigration Minister Sergio Marchioli will try to renegotiate Ottawa's existing immigration deal with Quebec? Last year, that province took 12 per cent of new arrivals, but collected 37 per cent of federal resettlement funds.

An equally sure sign of malaise is the resurrection of these old Ottawa rules of behavior: if at first you don't succeed, blame everyone else and then file a parliamentary complaint. The first part is easy enough: witness Deputy Prime Minister Sheila Copps, in a display that Chrétien loved and several other ministers loathed, angrily accusing Bloc Québécois leader Lucien Bouchard of being a male. And forming a narrative is endlessly so delightful that Chrétien, before leaving the country last week for the Asia-Pacific region, doubled his pleasure and fun by creating two—some say

### BACKSTAGE OTTAWA

BY ANTHONY  
WILSON SMITH

at least have a self-fulfilling mandate: the ministers working on them will be amazed, and happy that they still have jobs.

In their search and expense by self-fulfilling pre-budget days, Chrétien and the Liberals were masters of the art of doing many with less, making only modest promises that they were sure they could keep. Suddenly, however, their new promises mean everything to everyone, and as a result, nothing to anyone.

For one, they tell Quebecers that they will recognize the province's distinctiveness in a significant way, while explaining to the rest of the country that such recognition will not be that significant.

And they will develop significant new powers to the provinces, because that is what Canadians want. And they will keep a strong central government, because that is what Canadians want. The new spirit commander, says Labor Minister Lucienne Robitaille, a Quebecer, is there primarily to address Quebec's concerns, while Justice Minister Allan Rock, from Ontario, assures that it is there to reflect pan-Canadian interests. If the two are the same, why did only Quebec have a referendum?

All the while, the sunbath exists that the real action—such as it ever is in Ottawa—will happen in the jobs creation unit, which includes such heroes as Finance Minister Paul Martin and International Trade Minister Roy MacLaren. Despite his seemingly innocuous mandate, it will study everything from transfers of powers to the provinces to the resumption of crucial short-cast programs, such as Incofin.

At the end of the committee's days, it will likely recommend that the federal government's future role in Canadian lives be smaller, less well-running, but not, because of accumulated debt, any cheaper. So in that great, shining time and change between meeting overhead a new helicopter, or the federal cabinet, descending back to earth?



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# Canada NOTES

## A return to political stability?

**P**rimier Minister Jean Chrétien appointed Interprovincial Affairs Minister Marcel Masse to chair a special unity committee to plot federal strategy in the wake of the narrow New victory in the Oct. 30

election. "The priority is the first priority," he said. "We have to go back to the real problems." He added that the decision of Quebec Premier Jacques Parizeau to resign has returned stability to the country.



Masse: a Christmas deadline

In Quebec, meanwhile, the province's chief electoral officer, Pierre-F. Gauthier, said he will investigate complaints by the provincial Liberal party that the

high number of rejected ballots in three Montreal-area ridings was the result of an orchestrated fraud by the Conservative and Parti Québécois officials who allegedly gave incorrect instructions to 90 newsmen concerning which votes to reject. In the riding of Champlain, for example, 11.6 per cent of ballots were rejected, compared with the provincial rate of 1.6 per cent.

### CLEARED OF WRONGDOING

Alberta ethics commissioner Bob Clark, cleared Premier Ralph Klein of conflict-of-interest allegations related to a Calgary-based computer software company in which Klein's wife, Colleen, and several prominent Conservatives held an interest. Clark had investigated the premier's links to the company, Multi-Corp Inc., which reported a five-fold increase in the value of its shares in the six months after Klein made a promotional speech at the opening of its Hong Kong offices in November, 1993. In his report, Clark noted that Colleen Klein did not hold shares when her husband made the speech. One day before the release of Clark's report, Klein promised to resign if Clark found "any hint of wrongdoing." Clark said there was no way Klein could have known the contents of his report when he made that pledge.

### B.C. WELFARE CUTS

B.C. Premier Mike Harcourt announced sweeping cuts to the province's welfare rates for adults deemed capable of working. Employee recipients will also be required to enroll in some type of job search or training program. Harcourt said the measures will save his government \$32 million a year.

### A SECOND COURT MARTIAL

The court martial appeal court declared that former Canadian Airborne Regiment commander Carol Mathew must face a second court martial. The appeal court ruled that Mathew's 1994 court martial—which found the retired officer not guilty of negligent performance of duty—had relied on a flawed definition of negligence and had mistakenly excluded evidence.

### MOVING BERNARDO

Convicted murderer Paul Bernardo was transferred from a Toronto jail to Kingston Penitentiary, where he will likely spend the rest of his life in a segregated cell. Meanwhile, documents obtained under the Freedom of Information Act show that police spent at least \$7.5 million to investigate and prosecute Bernardo in the six slayings of two Ontario schoolgirls.

### ENDING A STRIKE

More than 1,000 members of the University of Manitoba strike association ended a 24-day-long strike waged over the issue of teachers' tenure. Under a two-year agreement, the university retains the right to eliminate excess departments for financial reasons. But individual professors cannot be fired or laid off without agreement of the university senate and of their peers on faculty committees.

## Fraud conviction

Saskatchewan Court of Queen's Bench Justice Ted Noble sentenced John Scrabo to two years in a jail to jail after the former employee of Saskatchewan's Conservative caucus pleaded guilty to defrauding the government of \$837,000. Scrabo was charged along with 12 former and current Saskatchewan Tory MLAs in what Noble described as "the most serious fraud ever perpetrated in the people of this province by elected members of the legislature."

Scrabo admitted that he set up four company companies that submitted phony invoices to the legislative assembly and helped administer a scheme to pool 25 per cent of the Tory MLAs' communications allowances. Between 1987 and 2001, a total of \$837,000 was paid, some of which was backdated to as early as 1971. In October, former Tory caucus chairman Larry McLellan was sentenced to 3 1/2 years in jail after pleading guilty to diverting \$134,000 of public funds into his

own pocket and \$125,000 to Tory party offices. Ten other MLAs who served under former premier Greg Savelle also face charges.

Noble said that Scrabo was "not the victim, but merely the driver" of a government caucus that was out of control. "It's clear that while the accused was an important player in the scheme, he was neither the organizer nor the beneficiary behind it," added Noble. "Those credits appear to go to Mr. McLellan and the caucus committee appointed to set the scheme in motion."

## Buying cheap

Defence minister David Collette announced that Canada's aging search and rescue helicopters will be replaced with 2000 million worth of new aircraft. Shortly after winning the 1993 federal election, the Liberals announced a plan by the previous Conservative government to spend \$4.8 billion to purchase up to 50 state-of-the-art EH-101 helicopters. Collette said that the new helicopters will be slower and smaller and have less range than the EH-101 aircraft.

## SOUL-SEARCHING

As evidence mounts of a Rabin murder plot, Israelis ponder their attitudes



Young mourners in Jerusalem light candles for the slain Prime Minister. *Arlo Katz meets Leah Rabin (left), a candidate that it is too soon had been broken*

leave there was a conspiracy between a group of persons who had the infrastructure and prepared their aims quite carefully," Israeli Police Minister Moshe Shalev told a stunned public. On Thursday, officers checking Arafat's home in the Tel Aviv suburb of Be'er Yaakov found enough arms "to make any terror group proud," Shalev said. There had been, he added later, at least three previous warnings on Rabin's life by radical Jews.

The shock to the Israeli psyche peaked that evening as Palestine Liberation Organization chief Yasser Arafat paid a secret condolence visit to Rabin's widow in her Tel Aviv home—the first time Arafat is known to have set foot in Israel. Hundreds of upsetting a pre-emptive rally, the PLO leader had, three days earlier, stayed away from Rabin's funeral, attended by scores of world leaders who gathered in Jerusalem for a waving tribute. It was Egyptian President Hosni Mubarak's first time in the country as well. Jordan's King Hussein—who, like Mubarak and Arafat, has a peace accord with Israel—made his first visit to Jerusalem since before the 1967 Six-Day War. Under cover of darkness, Arafat arrived at Leah Rabin's home during the seven-day Jewish mourning period. "He was a hero of peace, but he was also a personal friend," Arafat said. "My husband regarded me as his partner in peace," Leah Rabin replied.

A day later, hundreds of Palestinian police arrived in Jericho en route to the West Bank town of Jenin. Arafat and Shimon Peres, who took over as Israel's acting prime minister, seemed to move forward as planned with the deployment of Palestinian in place of Israeli soldiers at six West Bank towns and parts of Hebron city, starting this week. Analysts said the underlying power of Rabin's death may prove a boon to peace negotiations. "The growing doubt about the peace process, which had put in its imagery all the Rabin government in doubt, has now been reversed," said Robert Neumann, senior advisor at Washington's Center for Strategic and International Studies. "The wild card remains Syria. At the time of his death, Rabin was confident Syria could be brought to the table. But matters have stalled over the future of the occupied Golan Heights and no final words came from longtime President Hafez al-Assad after Rabin's killing," said Robert Langer, a Georgetown University expert on the Arab-Israeli conflict. "So far, the Syrians have seemed to be clinging up to things but are unwilling to do what their neighbors have done. The Assad regime has not shown that it is prepared to take that final step," said British Foreign Secretary Malcolm Rifkind, arrived in Jerusalem from Damascus with a message that Assad is still interested in talking in the end, it may be a few of isolation that once Assad. Economic ties are moving ahead be-

tween Israel and both Egypt and Jordan. Even Saudi Arabia has made cautious moves about talking to Israel.

As for the deal with the Palestinians, a poll published late last week showed 74 per cent of Israelis backing the agreement, a large surge of support since the Kiy Rikky over Rabin's policies before the assassination. The Israeli swing in opinion—even if temporary—reflects a sudden mental shift among the widest middle of Israelis. They are now inclined to see moderate Palestinians as their allies, while

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## A NEW MOOD

Israelis' views before and after Yitzhak Rabin's assassination.

Support the Palestinian peace process

Would vote for the Prime Minister (Peres now, Rabin previously)

Would vote for opposition leader Benjamin Netanyahu

Source: Yehuda Abouhadi/Dahel Institute

Now	Future
74%	60%
84%	40%
20%	40%

radical fellow Jews are rounded up by police as enemies from within. The drama was personified by the assassin's wailing mother, Golda Amit, a nursery-school teacher, second in speak for the nation when she cried out in television news about her son's act: "Where does this come from? Only God knows."

For many moderate and leftist Israelis, it was clear when this crime came down, a fi-

nal fringe of religious Jews opposed to the peace process, who had been emboldened by the failure of authorities to crack down on them and by the more mainstream Israeli rightists who informed assiduously in their midst. Leah Rabin was among a chorus who pointed the finger at Benjamin Netanyahu, leader of the opposition Likud party, for condemning within his camp inflammatory rhetoric that included calls for his death. Netanyahu, whose party opposes the last-in-peace deal with Palestinians on security grounds, responded that many were "condemning a tragedy" for political gain. But that did not stop his popularity from plummeting in the polls.

Peres refused to take advantage by moving up national elections due by next November. Still, some moderates believe he could call the vote in early in June, after he has had a chance to show continuity in implementing the peace plan with Arafat. Meanwhile, the internal security services Shin Bet stepped up its protection of Peres after investigators showed the acting prime minister was—and still is—a target of radicals such as Arafat. As a continuation of inquiry began probing technical—but not political—weaknesses of the assassination, Justice Minister David Levi said he would introduce legislation to prosecute anyone encouraging violence or calling for Rabin's death.

It was all part of the soul-searching that continues in the wake of the assassination, a spiritual accounting that has reached less extreme elements of the religious right. "We are guilty for the education of an entire generation in primitive thought," said Rabbi Yehuda Avishai, one of 300 rabbis and supporters who met in Jerusalem to renounce the rule of the religious state. While many criticized both Arafat and Jewish, accused in Rabin's death, other hawksish Israelis found themselves moderating their stance. Shimon Asoyev, a 16-year-old Jerusalem student, admitted before the slain leader's grave that he had been against Rabin. "Suddenly," he explained, "Rabin was what I saw that the whole country was in mourning. I saw all these Vilas coming from all over the world. It made me realize how important he was to us."

Memorial candles line the grave site in Jerusalem and hundreds of thousands of Kings of David square in Tel Aviv where Rabin was shot. The two sites have quickly become shrines. A bitterness lingers has arisen in the context of unity following Rabin's death: "From bad will come good," said Gaby Levy, Arafat, a 22-year-old in the night in the Tel Aviv square. Rabin can say how he lived the moment will be. The square was to be formally renamed Yitzhak Rabin Square in the conclusion of the mourning period, traditionally a time to move forward. But as the shock wears off, for many Israelis a hollow sense of loss lingers—for the man who was leading them to peace. And it is a mystery whether that was able to ensure Jew killing Jew.

NORMI WOODHEAD with JERRY SALLER in Jerusalem and CARL MOULLEN in Washington



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## The single-minded astronaut

Canada's Chris Hadfield prepares to meet the Russians at the Mir station

As a boy growing up on his father's farm just west of Toronto, 40-year-old Chris Hadfield was so spellbound by Neil Armstrong's famous moon walk on July 20, 1969, that he promptly decided to become an astronaut himself. Hadfield pursued his goal single-mindedly, making all the right career moves, graduating from the Royal Military College in Kingston, Ont., in 1989, missing the cut of U.S. Navy Test Pilot of the Year in 1992 and, that same year, scoring a place in the Canadian Astronaut Program. Since then, tough training schedules at

Canada and with the National Aeronautics and Space Administration (NASA) in Houston have made for a grueling course—over one that would be grueling, says Hadfield, “if it weren’t so much fun. It’s been the busiest time of my life, but it’s just fascinating.” At week’s end, as he waited for the go-ahead for a launch delayed from Saturday by weather problems, Hadfield was on the verge of heading into Earth orbit aboard the space shuttle *Atlantis*—and becoming the first Canadian to be a part of a shuttle flight crew, as opposed to a scientific specialist. “For a Canadian kid,” said Hadfield, “this was just an impossible dream.”

Beyond his Canadian content, the shuttle flight was of special interest for other reasons. *Atlantis* was scheduled to link up with the Russian space station *Mir* for the second time in four months. The five-member shuttle crew planned to take fresh food and water to the three men aboard *Mir*, as well as new solar panels and other equipment for the venerable Russian spacecraft, which has been orbiting Earth since 1986. But *Atlantis*'s flight was no mere goodwill visit. Late last July's rendezvous between *Atlantis* and *Mir*, the latest linkup in a planned series of joint space ventures setting the stage for the start



*For a Canadian kid, this was just an impossible dream*

Hadfield, never single again, an electric guitarist and a smitten fan of Russian for the ages of *Mir*

of construction, in 1997, of the international space research station.

SAB, the *Atlantis* orbiter was expected to have its lighter moment. After docking with the Russian spacecraft, the NASA crew planned to invite their counterparts from *Mir* for a dinner featuring frozen-dried shrimp, steak and ice cream. Hadfield, who spent the past year studying Russian to prepare for the mission “*Syerezhete pushkante krenkto*” or “please pass the shrimp,” told *Maclean's* that “at my invitation, we’re also taking along some single maple candy from Canada.” As well, Hadfield planned to bring an unusual gift for the *Mir* crew members—a lightweight electric guitar to replace the aged and battered acoustic instrument aboard *Mir*. Hadfield, a

self-taught guitarist, used to be hired to play a few tunes with Thomas Weller, a German and classical guitarist, who has been working aboard *Mir* for more than two months.

The fourth Canadian to go into space, Hadfield is the first to be trained as a NASA mission specialist, a title that makes him a full member of the shuttle crew. The earlier Canadian astronauts—Marc Garneau (who went into space in 1984) and Robert Bondar and Steve MacLean (both in 1993)—were payload specialists, whose main function aboard the shuttle was to carry out scientific experiments. Hadfield, on the other hand, faced a hectic round of duties related to the actual flight, such as managing flight data and shuttle performance.

On the third day, with *Atlantis* still 24 hours away from its rendezvous with the Russian, Hadfield was to help assemble the hardware needed for the *Atlantis-Mir* linkup. The main item involved a Russian-made, 17-foot-long tunnel, or docking needle, to enable astronauts and cosmonauts to move between the two spacecraft. Our next aim space aboard *Atlantis* the module will eventually become a permanent fixture on

*Mir*. In a complicated, 10-hour sequence, Hadfield was scheduled to use the Canadian bolt remote manipulator arm, or Canadarm, to lift the module out of *Atlantis*'s bay and position one end of it inches above an entrance to the shuttle's airlock. With the module in place, *Atlantis*'s commander, Col. Ken Cameron, would use the shuttle's jibs to prod the spaceship into the module and lock them together. While maneuvering the docking module into position, Hadfield was to test the Canadian-made Advanced Space Vision System (ASVS), a sophisticated device designed to provide precise information about the location of objects in space. Developed by scientists at Canada's National Research Council, the ASVS records, stores and viewing video cameras at target data located on such objects as the docking module. Performing up to 1,000 calculations a minute, the ASVS



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## WORLD

computer processes the visual information and channels out data on the location of the object, as well as computer-generated images that can be turned to show the object from any angle. Canadian officials hope that eventually NASA will buy the system—and hardware manufactured by Nopex Design Group of Kananis, Ont.—for its shuttle fleet. But during *Atlantis's* flight, the ASRS was to be used strictly on a test basis. "There are people at NASA who are skeptical about this system," says Michael McKay, a former member of the Canadian Astronaut Program who now serves as a technical expert with the Canadian Space Agency. "So there's

moving 25,000 lbs on a test, and you're trying to bring them together." During the docking, Hoffeld's duties include operating a range finder out of a shuttle window, while playing a supervisory role in making sure that events unfold on schedule. "Everything on this mission is highly choreographed," said MacLenn. "And Chris makes sure everybody's on cue."

Hoffeld's highaying and often dangerous missions suggest the outside world seems so far. But he and his family—his wife Helen and the couple's three school-age children. As the countdown got under way for the shuttle flight,



Artist's impression of *Atlantis* (left). After the question is, do the pilots work?

a fair amount of pressure on us during this mission to show that it really does work.

With the docking module locked in place above *Atlantis*, the stage would be set for perhaps the most delicate moment of the space flight—the tricky task of docking with *Mir*, scheduled for day four of the mission. Aided by television cameras and laser-operated range-finding equipment, *Centarus* was to grade the shuttle to a distance of 36 feet from the Russian ship, then nudge the shuttle forward at a speed of about one inch per second until the docking module makes contact with docking rings on *Mir*. At that point, *Centarus* would use a blast of *Atlantis's* jets to back the two spaceships together. "It's a delicate maneuver," said MacLenn, the former shuttle payload specialist who now is director general of the Canadian Astronaut Program. "You've got two 150,000 vehicles

*Seles, Ryan and Kristin flew to Cape Canaveral from Houston, where the launch was held since 1993. At the Kennedy Space Center, they were joined by Kyle, a student at Ontario's upscale Lakeside College. According to Hoffeld, the children "do not get very excited about what I do for a living. They ask the same kinds of questions that everybody asks: 'What am I going to be doing up there? Am I going to get blown up? Do the toilets work?'" The Toronto-born Seles, who works as a systems analyst for a Houston chemical firm, told MacLenn that "when Chris was a test pilot, there were times when he would tell me, 'I came within about half a second of dying today.' I think what he's doing now is a lot safer." Still, a crash course true*

MARK NICHOLS

# CGA News

Certified General Accountants' Association of Canada

## A Few Facts About the CGA Program

### What is a CGA?

Some 35,000 Certified General Accountants provide a wide range of financial management services to businesses, government and individuals.

More than 1,500 graduates every year from the CGA program of professional studies, a comprehensive national system which provides a thorough grounding in all aspects of accounting and finance. The program integrates management skills, critical analysis and the latest information technology to prepare individuals for leading edge financial management careers.

### What kind of careers are open with a CGA designation?

CGAs are employed in all sectors of the economy, occupying key accounting and financial management positions in business, government and public practice. CGAs hold a wide range of positions, from corporate controller to chief executive officer to tax auditor and deputy minister. CGA public practice firms offer financial services to businesses and individuals.

### How far can I go in financial management?

As far as you want to. As you can see from the people quoted on these pages,



CGAs reach the highest levels in business and public service.

### Do I have to study fulltime to get a CGA designation?

No. That some of our students you take courses while you are employed, gaining practical experience. Moreover, because our courses are designed for distance learning, there is no travelling required. If lectures are not available in your area, or if you prefer to study on your own, we

come to you with readings and assignments, computer tutorials, and examinations. Accountants have earned their CGA designations from our program as far away as Barbados and Hong Kong.

### What subjects will I study?

The CGA program delivers a broad-based curriculum covering all aspects of financial management. The program incorporates two levels of courses: a basic or foundation level and a professional level.

"Being a sole practitioner in an area where there are few professional women with their own practices provides a way for me to show that women can succeed in business and stand tall in their community. Because of my CGA designation, I've held important volunteer positions, such as Treasurer of the Gator Seal

Committee. Also, I serve many business owners who trust me to handle their financial affairs because of my education. This gives me a great feeling of self-worth and accomplishment."

SEITA J. NEAL, CGA, sole practitioner, Guelph, Ont.

Advertising  
Supplement to the  
November 20, 1995  
issue of Maclean's  
Magazine

Students are required to study financial and management accounting, auditing, taxation and information systems. They also take supporting courses in law, economics and statistics. Ethical issues are an integral part of the program.

At the advanced level, students select optional courses that suit their career goals.

### Do I need practical experience?

During your studies, you will complete at least five years of related work experience. As you progress through the course, you should be employed in positions of increasing responsibility, providing opportunities to apply the skills and information you are acquiring. Together, you and your employer will regularly assess your practical experience.

### How much time will my studies take?

Students are expected to spend 19-20 hours a week on their studies. As part of that commitment, many will log over 400 hours of computer time, gaining expertise in computer technology and how it is applied to accounting and management problems.



"In the early years, my CGA designation gave me the nuts and bolts of accounting and income tax knowledge that I needed to do my job. It also showed my employer that I wanted to keep learning. Since my promotion to the vice president level, I continue to be amazed at how often the CGA program comes to the rescue. The understanding I gained allows me to participate intelligently in debates on a wide variety of specialized issues."

LISA O'HARA, Vice President, Human Resources and Regulatory Affairs  
Tides Mountain Pipe Line Company Ltd., Vancouver, B.C.



### How long will it take to become a CGA?

The length of your studies depends on your academic background. Students with a university, technical institute or college background in accounting and business receive advanced standing in the program and can complete the professional level in two years. Students without advanced standing are required to complete both the foundation and professional level over six years.

### Do I need a university degree to get into the program?

About 75% of students enrolled in the program have a university degree, college diploma or other postsecondary education. But students with appropriate working experience may also enrol.

Students in Quebec must have a bachelors degree and are required to successfully write two professional level examinations: the same national exams as CGA students elsewhere. Although the method of delivery is different in Quebec, students have access to the same CGA lesson notes and undertake other preparatory courses. They must complete their exams and practical experience requirement within five years.



### Who sets the program?

The program is developed and delivered by the Certified General Accountants' Association, the professional association representing CGA and CGA students in Canada, the Caribbean and Asia. CGA-Canada has over 80 years experience in setting professional and educational accounting standards.

While the CGA Association takes overall responsibility for the program, it also exists the

expertise of university faculty and the professional accounting community across Canada. Joint academic and professional advisory councils and an extensive network of consultant experts and examiners help to design and evaluate the program.

### Who evaluates my course work?

Your assignments will be graded by accounting professionals and academics working under the supervision of the association. Students can obtain additional study help through a network of tutors or from their local CGA Association Chapter. They can also attend regional lectures, which are offered in most major centres.

Each course culminates in a national three-hour examination. These exams are developed and marked nationally to ensure the highest standards. They also ensure that your credits remain valid in the event of a transfer or move.

### Where can I get more information?

To find out more about how our program could help you, contact your closest provincial/territorial CGA association listed on page 4 of this supplement, or access the CGA home page on the Internet: [www.cga-canada.org](http://www.cga-canada.org). Or you can e-mail: [Students@cga-canada.org](mailto:Students@cga-canada.org).

### Educational Background of CGA Students:



## The CGA Program and Technology

It's 11 o'clock at night, and a CGA student in northern Ontario is changed by his latest assignment. But he is not worried, because although the nearest university is hundreds of kilometers away, through the Internet he can discuss the problem with another student in Alberta who will help him solve the problem.

That is a situation that could soon become common in the CGA education program, says CGA-Canada chairman and chief executive officer, Ross Prescott, FCCA. "Our curriculum is intentionally rewritten for being at the cutting edge of accounting education," says Prescott. Himself a lecturer at McGill University and the Université du Québec à Montréal, "fast business and technology are evolving too quickly for us to be complacent." As a result, CGA-Canada is researching ways it can use technology in its education system.

Because of its commitment to distance education, CGA-Canada has always looked for better ways to communicate one-to-one with students in the field. They took the form of high quality text materials, supporting lecture notes and the occasional experiment with audio-tape or teleconferencing.

Then, in the mid-80s, the education program confronted the growing importance of technology in accounting. "The personal computer even becoming standard at the technological tool of choice," recalls Lynn Handfield, FCCA, vice president of education and professional services for CGA-Canada. "CGA-Canada saw it was necessary not just to add courses in computer technology, but to actually integrate software into the learning process."

This decision in 1984 took courage, says Handfield. "At the time there were only one or two universities in North America — Harvard Business School and Queen's Engineering faculty — who had gone as far as saying, 'Our students must have this technology on their desks.'"

The first CGA course with a fully-integrated technology component was launched in 1986. By 90, the process was complete. "Students responded in spades," says Handfield. "Our surveys show that



Members of the CGA education committee: Keith Scott, Linda Corne, Guy Legault and Lynn Handfield.

they not only have computers, they're using the state-of-the-art — they have Windows, they're getting on to the Internet."

As a result, CGA-Canada is preparing a second phase. "Making that previous decision has put us in a position where we can look at using technology to enhance education delivery," says Handfield. "One of the requirements of the program is that students have access to computer technology. So essentially they're ready to go."

Increasing use of technology will make CGA education even more accessible and flexible. For example, students could receive timely automatic updates to course material as computer networks. Budding accountants from opposite ends of the country may work on projects together. Computer networks will link students with the best academic and professional minds in accounting.

Meanwhile, universities and colleges, facing cutbacks and complex challenges, are also examining how they can use technology to deliver education. The CGA education program has always worked with professional education to develop and teach its courses, says Handfield. "As traditional universities are exploring other opportunities to move beyond their walls, we see more opportunities for overlapping with them."

But it will not be only this student who will be learning through technology. As business and the economy are transformed, "we're seeing a shift in the traditional role of the accountant as a record-keeper to someone more forward looking, who's part of the management team, making decisions and providing direction for the future." In particular, accountants will be expected to provide expert insight in two new areas, ethical issues and the environment. (Ethical studies have already been integrated into CGA courses.) That means CGAs will have a greater need than ever to keep

learning throughout their careers. So an administrator at a hospital in Newfoundland facing funding cuts may contact his counterpart at a C hospital for advice on accountability systems in health care. The CFO of an Ontario chemical company may join an Internet roundtable on pollution risk management. CGAs across the country will check their e-mail regularly for updates on important issues from CGA-Canada.

Overall, the ongoing integration of technology and education should position CGA well for the future, says Lynn Handfield. "Because of our commitment to integrating technology with accounting education, we're likely studied to develop the preeminent distance professional accounting program in the world."



"The blend of practical and theoretical experience is one of the CGA program's strongest points. You apply what you learn, as you learn. Today, I work in a steady stream of financial information. We just couldn't do it without the computer and the level of expertise the CGA program gives you."

ROBERT CASSIDY, FCCA  
Divisional Controller for retail banking, Bank of Montreal  
president, CGA-Banque  
Hamilton, Bermuda

## The GGA Program Around the World

**R**ight now, students in cities around the world are studying accounting programs designed by Canadians.

Back in the early 1980s, the Canadian International Development Agency (CIDA) alerted CGA-Canada to a problem in the Caribbean. "There were few accountants in the area," recalls Keith Scott, CGA, senior vice president of CGA International. "And if anyone wanted to get professional status they had to go somewhere else. Caribbean governments were looking for a program that would allow their people to stay home and be a benefit to the economy." Since many potential students had no higher education degrees, they needed both accounting basics and professional training, and the CGA program provided exactly that. Working through local colleges and universities, nearly 225 people have earned their CGA diplomas and 700 more are currently studying.

About the same time, universities in Southeast Asia also began enrolling the CGA program. Students responded enthusiastically. When the program opened at the University of Hong Kong in 1985, says Scott, "We thought we might get 100 people. We ended up with 350 people. By the end of the third term we were up to 500. They were instant hits on education."

Meanwhile, the Hong Kong program was attracting the attention of the neighborhood. As it grows rapidly into a market economy, China faces a major challenge: developing a vibrant professional accounting system and educating people who can apply them. The Chinese



China University, one of seven institutions in China using the CGA program

Ministry of Finance indicated China will need 100-800 accountants familiar with international practices by the year 2000. At present, it has only about 10,000. And to achieve the same ratio of accountants to population as Canada, China would need four million accountants!

Chinese educators, who were searching the world for accounting programs, loved what they saw in Hong Kong. "They recognized that CGA-Canada had a program that we could ship tomorrow, that was up to international standards and they also tested at the quality of the material and realized that the CGA program is the only one that has integrated computer technology into its courses. So graduates are not only well-versed in accounting, they're totally computer literate." The system could also be easily adapted to Chinese circumstances at low cost, while still preserving high standards. Now active universities in China are using the CGA program with the help of funding from CIDA.

The international recognition not only helps spread word accounting and business leaders around the world, it also adds Canadian business power, says Scott. Already Chinese universities and business firms are purchasing consulting services from Canadian CGA firms. "And that gives the clients of those firms a chance to get involved. So the final trip is going to be a pretty dynamic network

of trade opportunities." It is all a satisfying payoff for the intense work that has gone into developing and consistently extending the CGA education program says Scott. "We now have a range of 20+ some courses that take you all the way from the basics to the professional level. So we can accept this product and sell it anywhere in the world. Compared to other accounting education programs, CGA will win every time on total quality. It's a great Canadian success story."

"In many ways, a professional designer is new useful than a basic university degree. A university degree you get 26 years ago will probably be perceived as obsolete in today's workplace. But employment requires you to keep up to date in your field and to follow a code of ethics. This makes you a more attractive employee — even if you got your CGA 25 years ago."

JIM FRECHOUT, CGA, Canadian of financial operations and assistant treasurer, Hydro-Québec, Chairman and chief executive officer, CGA-Canada, Montreal, Quebec



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### A BOSNIA FACT

Bosnia's Croats and Muslim leaders signed an agreement in Dayton, Ohio, backed by U.S. negotiation as an important step towards a comprehensive peace treaty for the country. The pact outlines a federation between Croats and Muslims designed eventually to form one-half of a two-part state—the other to be run by Bosnia Serbs. The agreement also calls for elections next year in a walled enclave, a medieval city southwest of Sarajevo that was destroyed by fighting in 1993. The next stunning block in Dayton talks is the coordinated area of Eastern Slavonia, which Bosnia also calls for elections next year. If it is Serbs occupies do not move out by the end of the month.

### LUMBERS OUT OF NATO

Signaling dissonance in NATO, the Dutch government withdrew its former prime minister, Ruud Lubbers, as a candidate for secretary general of the alliance. France, Britain and Germany had all backed Lubbers, 56, but the United States indicated serious reservations. It held unusual "100 interviews" for the position, headed by Belgium's scandal-plagued Willy Claes on Oct. 20. Analysts said the Americans were concerned about NATO's leadership while Washington is contemplating a major troop commitment in Bosnia. The Americans began pushing the candidacy of former Danish foreign minister Hans Eidegaard-Jensen.

### SENTENCED TO HANG

A British fugitive suspected in the murder and dismemberment of a Victorian schoolteacher and her son last March in Thailand was sentenced to death in Singapore for a similar murder just days earlier. John Martin Scripps, 35, was found guilty of kidnapping a South African tourist to death in a Singapore hotel room on March 8. Singapore prosecutor Jennifer Howe pinpointed robbery as the motive in the murders.

### FEEDING THE HUNGRY

The world's poorest nations have a \$4-billion hole in their food imports this year due to a 40-per-cent rise in international grain prices, according to the UN Food and Agriculture Organization. A run of bad weather has driven global grain prices to a 20-year low—a situation that hits hardest the 68 countries, many in Africa, which are least able to meet their people's food requirements. "We are one crop away from disaster," said a senior grain industry executive at a conference in Geneva.

# World NOTES

## Nigeria becomes an outcast

The military government of Nigeria set off a firestorm of international protest by executing two human rights activists, including one-woman writer Ren Saro-Wira. Many countries, including Canada, the United States and all 16 European Union states, quickly modified their ambassadors from Lagos, while

their parliaments they were threatened because of their opposition to the military regime of Gen. Sani Abacha and to the oil industry that earns almost all of Nigeria's export income. An ethnic expert, Saro-Wira was the head of the 500,000 Ogoni who live in the petroleum-rich South Sea claimed by the industry police.



Abacha a 'travesty of justice'

Appalled by Nigeria's action, South African President Nelson Mandela reminded fellow Commonwealth leaders of how important pressure from the outside world had been in ending apartheid in his country. The leaders, gathered for their biennial meeting, directed the Abacha to take immediate steps to effect the organization's principles of democracy, rule of law and good governance.

Specifically, they called for the release from prison of 45 alleged political prisoners, and the presidential winner of Nigeria's annual 1993 election, Chief Moshab Abacha.

In Nigeria, opponents of the military regime expressed shock at the executions. The National Association of Nigerian Students issued a statement declaring "Abacha and his cohorts... persons non grata in all our campuses."

## Powell opts out

After months of tantalizing U.S. voters—and politicians—an underdog presidential candidate, Cuba Powell announced that he will not run. To get into the race, he said a husband never confide in, "reserves" a passion and a commitment that, despite my every effort, I do not yet have for political life, because such a life requires a calling that I do not yet hear." Powell, 58, the straight-arrow soldier who retired in 1983 as the first black to serve as chairman of the Joint Chiefs of Staff, climbed up another pole by one oversight that he is a Republican party supporter. The immediate impact of his withdrawal was to boost Senate Majority

Leader Robert Dole, 72, now the clear front runner in the drive to win the Republican nomination and challenge President Bill Clinton's bid for re-election next year. But Powell also helped Clinton's Democracy. Recent polls have shown Clinton favored over Dole, but not over Powell.

With his repeated use of the word "yet," Powell did not rule out the possibility of someday seeking elected office. Meanwhile, Powell seemed to work within the Republican party to moderate what he called "the hard-line" at some of its foreign policies. That remark signaled a struggle for the party's soul, pitting the widely popular Powell and his supporters against the extremist rightist faction led by House of Representatives Speaker Newt Gingrich.

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# THE LAST RESORT

Credit-starved business owners are forcing banks to hear their complaints

When things are slow at the office, Tony Havrelka likes to strip on his virtual-reality goggles and check out cyberspace. If only he could convince his bankers to go along for the ride. Havrelka owns Whinnipeg-based Liquid Image Corp., a three-year-old manufacturer of virtual-reality games and equipment that expects to rise to almost \$1 million in sales this year. The 37-year-old entrepreneur says the firm's profits would explode if his bank would just lend him the money to expand his operation in order to meet the demand from U.S. retailers, who cannot seem to get enough of his products. But last year, when he asked the Bank of Montreal for a loan, they offered only a \$5,000 line of credit. As a result, the firm is financing a slower expansion out of its own resources, which has given competitors more time to catch up. "The banks just laughed at us," said Havrelka. "They see the little guy as a huge risk."

The little guys, however, may yet have the last laugh. In August, members of the House of Commons finance committee divided with some of the country's top bankers in an emotional debate over how the banks' perceived reluctance to lend money to small businesses. A subsequent report by the Canadian Federation of Independent Business (CFIB) painted a picture of hidebound banks that are unwilling to take risks on enterprises and so-called knowledge-based companies such as Liquid Image. Finance Minister Paul Martin has also pressured the banks, reminding them that small businesses generate most of the country's new jobs. The banks are quick to defend their track records—pointing out, for example, that they currently have \$41.8 billion in loans outstanding to small businesses—

but the criticism is obviously hitting home. Last week, Canada's seven largest banks jointly agreed to appoint a national banking ombudsman to look into complaints from corporate customers. Toronto MP John Godfrey, chairman of the House of Commons industry committee, called the move "a good first step." "At least now there is a person to whom you can address an complaint," he added.

The banking industry, snarling from a wave of bad publicity surrounding the handling of small-business loans, has taken a number of steps over the past two years to appease its critics. All seven major banks have now appointed in-house ombudsmen to handle complaints from angry business owners. Vancouver-based Hangkong Bank of Canada was among the most recent to do so on Oct. 30, when it appointed Sarah Morgan-Stewart, the company's senior vice-president of marketing, to the post. Each bank has also established the equivalent of a bill of rights for potential borrowers. Although the codes carry no official weight, they state that the banks will treat every business that applies for a loan courteously, and, in the event the request is turned down, carefully explain why. In addition, the banks plan to establish a quarterly reporting system by the end of January to clearly show how much money they are lending to small businesses across the country.

The national ombudsmen, who will be named in April, is intended to give business borrowers one more level of appeal. Whomver still has the problem—the only thing for certain is that he or she will come out on top—the banking industry—is going to have plenty to do

Morgan-Stewart in Vancouver "to second choose"

A CIBC survey last year of about 10,000 small- and medium-sized business owners found that 53.6 per cent of them had been turned down on the most recent occasion when they applied for a loan. By comparison, 11 per cent were turned down in 1990 and 9.3 per cent in 1988. As well, a majority said that the banks' demands for loan collateral had gone up, while the quality of business advice and bank personnel had gone down. Candidates CIBC president Catherine Smith "is definitely in more difficult to access financing today."

By most accounts, the credit crunch is especially hard on high-technology and software companies. Havrelka says that while banks are accustomed to lending money to businesses that manufacture tangible products—assets that can be seized and resold—their company runs into trouble—they are less willing to help knowledge-based enterprises, which specialize in information and innovation. "If I want to build mining equipment, the banks will loan me the money," says Havrelka. "But if I say I want to give people remote access terminals, their eyes glaze over."

Like Havrelka, Alexandra Djulic has struggled to finance her business, a sophisticated Toronto printing firm called Ross Line Inc. The company was only able to buy some of its elaborate printing equipment when the manufacturer agreed to act as a guarantor for the loan. But in 1993, after Djulic and her co-owner, Greg Bloom, had finished nearly \$60,000 in downpayments to their baffling, the Toronto Dominion Bank lent them with an even more onerous source. Djulic and Bloom struggled to buy the building, but none of the major banks, she says, would lend them the money.

Finally, they turned to the federal government's Business Development Bank, which has become a lender of last resort for many small companies. The Crown-owned bank not only came through with a \$350,000 loan to help them buy the building, it also provided Rhina Linn with financial planning advice—something they were not able to get from a conventional lender. Today, Rhine employs 11 people and generates more than \$1 million in annual sales. "The Development Bank came across as a partner," said Djulic. "And they were more than willing to share any information they had."

The appointment of an ombudsman at each of the banks should make life easier for people like Djulic and Rhine. Verne McKay, who will take up his post as the Royal Bank's ombudsman in December—he currently heads the Royal Bank's operations in Asia—says that to succeed he will have to be more than merely a referee between angry clients and his banking colleagues. In fact, he says, he will have to occasionally have to take their leading position. In Japan, for example, McKay says that companies are routinely asked much higher down-to-equity ratios than in Canada. Says McKay, who will report directly to the bank's chief executive officer: "I see myself as representing the client."

The Canadian Imperial Bank of Commerce was the first bank in North America to establish an ombudsman's office. Cliff Sharkey, who set up the office two years ago, says his staff has looked at 368 complaints so far and have resolved 45 per cent of them to the satisfaction of customers. Some 80 per cent of all complaints involve credit decisions, usually because the bank declined a loan or asked for more security. On average, Sharkey says, it takes six days to handle a complaint. "I can't

be an alternative credit system for the CIBC," he adds, "but I can ask some very tough questions."

The Hangkong Bank's Morgan-Stewart also says that making the customer feel comfortable is an important part of her job. But the task may not be easy. In fact, one of the first complaints she faced because even more upset when he learned that his case was being handled by a woman. "I look at a complaint as giving the

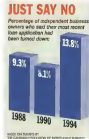


Havrelka with virtual-reality goggles: "The banks just laughed at us"

bank a second chance," says Morgan-Stewart, who laughs when she recalls the incident. "Normally, people don't complain, but just move across the street to another bank."

Like the bank's own ombudsmen, the official ombudsman will be appointed and paid by the banks, and will not have the power to make binding decisions regarding credit. Stephen Sinclair, outgoing president of the Canadian Bankers' Association in Toronto, says that the ombudsman's office will publish its findings, which should put pressure on banks to review their lending practices. Sinclair insists that the office will be independent in that the ombudsman will not come from the banking sector and will report to a board that includes consumer representatives. "He will not be a banker or a former banker, or in any way related to a banker," she says.

Some business people, however, remain convinced that the new measures will have no real effect. One such critic is Susan Bellan, owner of Fruta Craft Stores, a Toronto company that sells crafts from around the world. Says Bellan, a former economist who has spent the past four years handling the banks to change their lending policies: "The problem is that the basic philosophy of the banks is all screwed up. They can live in many ombudsmen as they like, but nothing will ever change." CIBC senior vice-president Brian Gray, meanwhile, says that many small entrepreneurs are prepared, for now at least, to wait and see how the system works. But he adds: "If the banks don't change, disappointment will spread among small businesses like wildfire." The ombudsman would be wise to get their dire hopes ready.



TOM PENNELL AND CECIL POSTER

# Facts the fast way

Canada's book trade tries to catch the digital wave

It has been in business for 130 years, but these days the people at Carswell publishing need as nervous as the staff at any start-up. "Everyone's nervous," acknowledges Gary Rodriguez, vice-president of legal publishing for the Toronto-based company, a division of giant Thomson Corp. Reason: over the next year, Carswell is spending millions to convert its legal reference books to CD-ROMs. By the end of the year, some one million pages of legal decisions, encyclopedias and judicial interpretations will have been digitized and published on standard, 4 1/2-inch compact disks. Eventually, CD-ROMs will replace many of Carswell's 500 legal texts. It is the biggest investment in a new product line in the company's history, and it has cost Rodriguez, who is supervising the conversion, many restless days and sleepless nights. "It's a big risk," he says. "But we know that it is one of those situations where you either go forward or you go under."

Although Carswell is among the most ambitious, it is just one of a growing number of Canadian publishers venturing into cyberspace. Under pressure from escalating paper costs and other sales, they are looking to the CD-ROM to push them into increased profitability. "We're all hoping that the advent of the home computer actually makes the package," says George Goodwin, vice-president of corporate development for McGraw-Hill & Stewart, is spearheading the recent release of the Canadian Encyclopedia on CD-ROM.

The ultimate aim of that pie is still uncertain, but no one doubts it is growing. The number of CD-ROM drives installed in computers in Canada has soared to 1.5 million from 600,000 in the past year, according to International Data Corp., a market research firm. Moreover, computer users have quickly acquired a taste for CD-ROM reference works. They accounted for a quarter of the CD-ROM sales in North America last year, according to one U.S. survey.

While the potential is high, the stakes are even higher. A CD-ROM with all the video, audio and interactive components needed to become a mass-market best-seller—professional reference titles, such as those from



McGraw-Hill & Stewart chairman Arde Bennett: a bigger pie?

Carswell, usually offer text only—can cost anywhere from \$300,000 to \$500,000 to develop. And of the 16,000 multimedia titles now available in North America, only about 10 per cent will ever make a profit, says Adam Freeman, president of the Toronto-based Interactive Multimedia Arts & Technologies Association. The market is still so young, he adds, that publishers have no way of knowing which products are likely to succeed. "Everybody understands that this is going to be something very big," he says. "Unfortunately, nobody has a clear view of how it is going to happen. And, more importantly, nobody knows what the consumer is going to want."

In fact, Carswell and other legal publishers—such as Canada Law Book Inc. of Aurora, Ont., and CCH Canadian of Toronto—are moving into CD-ROMs with the understanding that they will have to create a market. Publishers say Carswell does not expect to earn a profit on its new disks until they start to outsell bound books. Although he has no idea when that will happen, he predicts that CD-ROMs will eventually replace reference books in many lawyers' offices simply because they are compact and allow users to search through vast amounts of material in seconds. In the United States, publishing companies expect law libraries will soon use CD-ROMs for about 85 per cent of their re-

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### BUSINESS

search. And a Price Waterhouse survey last spring found that 51 per cent of Canadian law firms already have CD-ROM technology in their office. "There is no inevitability to that," says Rodriguez. "If we do this first and we do it best, we will have the strongest market position. If we don't do it we're not going to be a player five to 10 years from now."

In the consumer market, electronic reference works have already pushed aside traditional printed versions. Encyclopaedia on CD-ROM, complete with audio and interactive illustrations and often given away as part of a computer package, have taken a bite out of multi-volume sets. But used to rival her hard drive of dollars, Macmillan & Stewart, one of Canada's largest domestic book publishers, has discontinued the paper version of its *Canadian Encyclopedia*, which sold for \$249.95, in favor of a new multimedia disk which lists for \$99.95. Based encyclopedia, Goodson explains, are now so expensive to produce that a new version would almost certainly lose money. He expects the CD-ROM version to turn a profit within a year.

David Kent, president and publisher of Rowan House of Canada, also sees an emerging market for cookbooks, travel guides and instructional manuals on CD-ROM. The best new works incorporate elements that are impossible to include on paper, says Kent. A travel guide might allow users to browse through photos from famous restaurants or watch videos of the locations they are interested in, while cookbooks can include step-by-step animated illustrations of the task at hand. Says Kent: "To me, it's as dramatic as the change from written to movable type."

But while most publishers are a need to develop electronic products, many are still testing the waters. Karen O'Reilly, publisher of Macmillan Canada, says there are still too many uncertainties to warrant a wholesale move to CD-ROM. Among the issues are how best to adapt printed information for on-line use, and how to maximize the use of copyright music or videos. Many bookstores remain reluctant to carry books on CD-ROM, and publishers are unsure whether they can survive in the more cut-throat world of computer retailers. O'Reilly says that Macmillan is now developing its first Canadian CD-ROM for about \$225,000. The disk will not include animation or any of the "nice toys" consumers expect from CD-ROMs. But what it will do to help prepare Macmillan for the next stage of electronic publishing.

Indeed, many publishers view the CD-ROM as a transitional medium. "I really think of the CD-ROM as the eight-track of technology," says Herb Hilderley, president of textbook publisher Nelson Canada. Even so, he says companies that develop CD-ROMs now will have taken the first step towards surviving in the digital age. Those who cling to the print of paper will have to content themselves with a shrinking market share.

ANITA ELIAS

Watch for the December 18th issue of Maclean's for next month's top performers.

## THE TOP 15 BROKERS IN THE OLDSMOBILE STOCK BROKERS CHALLENGE

\*According to performance for the month ending October. Initial portfolio value: \$100,000.

1. \$1,112,409. Wayne Turner, Financial Concept Securities Inc., Toronto, 416 414 8166
2. \$778,178. Arden (Arty) Thompson, Midland Railway Capital Inc., Edmonton, 1 800 361 4267
3. \$727,941. Trevor Batten, TD Securities Investment Services Inc., Burnaby, 1 800 361 4444
4. \$723,177. Michael Shoenen, Research Capital Corporation, Toronto, 416 592 8677
5. \$668,825. Edward Jeffries, Canadian Depository for Securities, Montreal, 514 360 4112
6. \$640,535. Reginald Ogilvie, Concord Capital Corporation, Vancouver, 604 643 7167
7. \$629,872. Ron Duggan, I.C.C.C. Investments Limited, Toronto, 416 593 8215
8. \$614,280. Paul Coughlin, Research Capital Corporation, Toronto, 416 592 8662
9. \$619,072. Myron Hershman, Research Capital Corporation, Toronto, 416 592 8646
10. \$607,363. Melissa Wells, Richardson Greenfields of Canada Ltd., Toronto, 416 593 3719
11. \$604,436. Peter Strachan, Midland Railway Capital Inc., Halifax, 919 335 0210
12. \$596,347. Shook/Leamers, Heclett Burns Inc., Vancouver, 604 445 1466
13. \$591,985. Andre Audet, Heclett Burns Inc., Ottawa, 613 567 4219
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# The profit modem

## PERSONAL BUSINESS



BY ROSS LAVER

A quick question for anyone struggling to make sense of the digital revolution: the World Wide Web, the fastest growing component of the Internet, is still an often puzzling phenomenon that has given millions of non-clicking computer geeks the ability to surf the globe, scanning material that, in truth, nobody really needs, or (b) an almost unimaginably powerful resource that will reshape the economic landscape, humbling huge corporations, driving down consumer prices and destroying thousands of white-collar jobs.

Oddly enough, the correct answer is probably both.

For all the hype, the Web as its current evolutionary state is a fairly rudimentary creature. Since it began taking shape five years ago, tens of thousands of companies have launched themselves on the Web, creating a constantly expanding network of graphical and software links to databases around the world.

*On the Internet, comparison shopping is as easy as clicking a mouse button*

Most companies, however, use their "home pages" as mere computerized noticeboards. "Visit our Web site!" may be this year's most popular marketing refrain, but consumers who set on the Internet rarely encounter anything more sophisticated than an electronic brochure describing the company's products. Excepting a few about the major Canadian banks whose site offers customers a list of valuable co-loyalty tips, for example, decide whether you want a two- or four-door model, station wagon or van, I'm, thanks.

Fortunately, clever people are dreaming up more imaginative ways to harness the Web's potential. In all likelihood, their efforts will transform the way that many people buy and sell everything from cars to insurance. For consumers, that should mean greater efficiency and lower prices.

But others may run the charges that it should. Consider Canada's banking industry, for example. For generations, the field has been dominated by a handful of huge institutions, each of which relies on an extensive branch network to attract borrowers and depositors. Because they have many fewer branches, competing but smaller companies have never been able to grab more than a tiny slice of the market.

But what if some of these smaller banks or trust companies began using the Web to reach out to customers in places where it has no branches? A few months ago, Mike Ginsberg, a chief executive of Bayshore Trust Company, an 18-year-old operation with six branches in Toronto, one in Ottawa and one in Calgary, it may be a bit played but last month Bayshore became the world's first financial institution to offer on-line loan approvals through its Web site. A few weeks later, it began selling guaranteed investment certificates. By April, customers will be able to access checking and savings accounts and apply for mortgages.

Here's how it works: To apply for a loan, a customer enters his or her name, address, employment record and banking information. Those details are encrypted and transmitted to a central computer, which then automatically downloads the applicant's credit record from an online rating agency. If everything is in fine, the loan is approved in a matter of two, as opposed to, minutes for checks. The next day, a courier delivers funds for the customer's signature, the funds are then electronically deposited to the borrower's account at any financial institution. It's fast and convenient, and there's minimal overhead, so Bayshore can charge lower rates than the competition and still come out ahead. "What are my costs if I don't have to build new branches and hire staff?" Ginsberg says. "Almost zero, which means my profits soar."

In Bayshore Trust's effort to elbow aside the big boys of Canada's banking industry? Don't bet on it. Now that it has led the way, other financial institutions—including the major banks—are sure to follow. But on the Web, comparison shopping is as easy as parking a cursor—and what counts is parking, and how many branches a company maintains. In fact, in the world wide all those thousands of offices, and the people who work in them, will be just so much overhead. The same, of course, could be said of travel agents, insurance brokers and any other person who sells goods or services that could be marketed efficiently via the Internet. Revolution? You better believe it.

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# Business NOTES



## GOING BUST:

One hundred pounds of strategically placed dynamite was enough to reduce the 38-story Landmark Hotel in Las Vegas to a pile of rubble. Opened in 1988 by reclusive billionaire Howard Hughes, the once-glamorous hotel and casino was quickly overwhelmed by more spectacular buildings and went through bankruptcy twice before closing in 1990. The octagonal tower was demolished to make way for a parking lot and exhibition space. A Warner Bros. film crew captured the explosion for use in a proposed movie titled *Mars Attacks*.

PHOTO BY AP/WIDEWORLD

## Housing slump

The number of new homes under construction in Canada plunged 19.9 per cent to a seasonally adjusted 96,900 units in October, the lowest level in 11 years. The industry is expecting a mere 115,000 new dwellings to be built for all of 1995, compared with 154,000 in 1994. Lower interest rates could either some hope for home buyers and builders, said Sherry Casper, chief economist with the Toronto-based brokerage firm Nesbitt Burns Inc. But she added that uncertainty over Quebec's political future, high personal debt loads and unfavourable demographics are working against the industry.

The sector is also being hurt by a growing inventory of unsold homes. On average, completed single-detached homes now sit unsold for 9.3 months, said Michel Lawrence, an economist with Carleton Mortgage and Housing Corp. Finally in a twist, Statistics Canada's index of new home prices fell in September, the 15th straight

month that prices were lower than their year-earlier levels. The biggest drop was in Victoria, where prices have fallen 8.8 per cent in 12 months.

## Speaker phones

The telephone book may one day become a thing of the past as a result of a new voice-recognition system developed by Bell-Northern Research Ltd. of Ottawa. A version of the system is being tested by BellTel in Regina. Rather than look up a number, callers dial a three-digit number and say the name of the company they want to reach. A computer instantly finds the number and dials it automatically. The 325 businesses taking part in the trial will pay a monthly charge to have their names stored in the computer, as well as a fee based on the number of calls who use the system. Since the company that represents Canada's 11 main telephone companies, says the system will eventually go in to service nationally, making possible "a future of phones without keys."

## SWITCHING CHANNELS

Two of Montreal's largest television companies are considering swapping assets. Groupe Videotron Ltd. would take CRTC Inc.'s cable holdings in west-end Montreal and Hull, while CRTC would acquire Videotron's interest in Télé-Mégaproie Inc., Quebec's largest private broadcaster. Analysts say CRTC expects to want to abandon cable at a time of increasing competition.

## A BANKING COLOSSUS

Daewoo Bank Ltd. and Sumitomo Bank Ltd., both of Japan, may merge to become the world's largest bank. Daewoo is embroiled in a scandal over fraudulent trading in its New York City office. Combined, the banks would have loan assets of \$1 trillion, roughly 10 times greater than Canada's biggest financial institution, the Royal Bank.

## MAGAZINE TRADE WAR

Canada and the United States are arguing over Ottawa's efforts to protect the magazine industry. A bill passed by the Commons this month levies an 80-per-cent tax on ad revenue collected by Canadian editions of some foreign magazines. The bill is aimed at so-called spin-run editions, which contain little Canadian content. U.S. officials threatened to retaliate against imports from Canada.

## EATON'S SPRUKES UP

Tony Reid, chief operating officer of T. Eaton Co. Ltd., said the firm plans to re-model nearly all of its 34 stores across Canada as part of a \$300-million face-lift. Reid said retailers have failed to keep pace with the market, adding that the renovations will bring Eaton's to the forefront of retailing in Canada.

## MOORE'S PAPERLESS FUTURE

Toronto-based Moore Corp. Ltd., a giant in the business-forms market, has given shareholders of Wallace Computer Services Inc. of Hillsdale, Ill., and Dec. 11 to accept a hostile \$1.4-billion takeover bid. The U.S. firm is a leading developer of computer-based forms, and Moore executives say they want to acquire Wallace to ensure the firm remains competitive in the paperless office of the future.

## CNR SHARES IN DEMAND

Demand for shares in Canadian National Railway Co. appeared to be outstripping supply as institutional investors scrambled to place orders for the stock. Analysts expect the shares to hit the market this week at \$25.50. Ottawa hopes to raise \$2 billion by selling the railway.

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A TALE ABOUT FOUR OF THE BEST IN THE BUSINESS. BUT THE MOMENT THEY LEAVE THE OFFICE THEY BECOME

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## THE NATION'S BUSINESS



afternoon, they usually involves a sharing of ideas as well as an exchange of money. That requires staff who know the country and its literature, who appreciate what authors are trying to say, however much they may fumble or hesitate. Although we live in the electronic age, literature still matters—fully a third of the books sold in this country are written by Canadians. (In contrast, only three per cent of the films we watch are domestically produced.) For the cultural judgement to the south of us, Canada already represents its largest book export market, and nobody wants to stop the influx of foreign books.

But the book trade in general has suffered repeated blows in the past decade with free trade, imposition of the GST, the recession, plus a 54-per-cent drop in government subsidies during 1994 alone. On top of everything else, a number of multinational retailers such as Wal-Mart and warehouse clubs are now marketing best-sellers, undercutting traditional outlets.

Borders has already agreed a deal, conditional on Ottawa's approval of its entry into Canada, for a prime retailing site at the Manulife Centre in downtown Toronto, and is actively lobbying for its full-scale entry. Barnes & Noble Inc., an even larger American chain (which has opened 75 new superstores so far in 1995 alone), is also looking for a very fine line in the Canadian market.

The impact of the entry of these two giants would be horrific not only on authors clawing their way up, whose books would likely not be carried by the large U.S.-owned enterprises, but on publishers as well, because so much of the industry's income derives from distribution agency fees. It's this important revenue source that subsidizes first books by unknown authors.

"Canadian booksellers, publishers, distributors, and authors all lead a American entry on the scale now being planned is permitted," maintains Larry Stevenson, who is CEO of Chapters. "This only means we'll be foreign publishers currently operating in this country and the shareholders of the great U.S. retail companies Our literature not just our industrial sector being harmed by free trade. Our stories, our dreams, our hopes and our disappointments can be sold by anyone except Canadians. We can't allow that culture to fade away."

What Stevenson advocates is for Ottawa to at least fund a study of the impact on Canadian culture of turning over our bookstores to foreigners better moving to approve such a decision, after it is clear that the American firm dominates the industry and that be is speaking out of self-interest. Stevenson emphasizes that Chapters only has a 20- to 25-per-cent share of the current market—and that such scenarios are irrelevant to the books it sells.

It's a good argument, and Ottawa must not allow this essential industry to be hurt. I want to gather more memories of my time on the road—and who knows, I may even run into my literary poach again.

BY PETER C. NEWMAN

EVERY morning, like falling leaves swept along by winter gales, authors cross this country, presenting their scribbles to local media types, and scratching their attempts on title pages in bookstores. It's an exhausting road that forces the travelling writers to face themselves and their craft on a constant journey they straddle somewhere east of despair and west of exhilaration.

I am currently on my 17th book trip, promoting *The Canadian Revolution: From Defiance to Defiance*. It should explain that one of the cardinal rules of the game is that you mention the title of your book on absolutely every occasion, whether it's to the indifferent clerk at a car rental lot driver or to one of those functioning crates housing Leonardo after midnight.

Book tours have their moments. From just job interviews, I recall waiting into a small-town TV station in Alberta and, without having a chance to meet my interviewers, being ushered into a studio for a hurried on-air exchange. During that split second before we went at the air, the host, who was one of those CNN vagabonds—his only real talent, deep voice and nothing akin to a between-the-lines over and asked, "Which lobby was it?"

Now, you don't regret much about these endurance tests—because survival quickly becomes your dominant obsession—but the always been wary that I didn't go along pretending to be the lucky traveller he was, presumably expecting as his next interview subject.

Another session, all of us gypsy troubadours coming through Manitoba were shooed off to the airport by a tiny new bookstore near the Winnipeg railway yards. This turned out not to be the roiling capital of the universe, and no one came to buy my book, though a somewhat dispirited-looking dog took my eye and kept sniffing my ankles, even once offering me his paw. That visitation took on added significance

*If Ottawa approves the threatened invasion by the U.S. chains Borders and Barnes & Noble, Canadian bookstores may vanish*

when I was informed by the bookstore that I shouldn't feel too upset because Margaret Atwood had been there three weeks before and nobody had shown up either, not even my money manager. (Later, when I told this story to a third author, she said, "Oh, yeah, I remember that store. Actually, somebody did come the night I was there. To return my book.")

This bookstore is long gone, and I thought about it last week when I heard that Borders Group Inc., the huge American chain, was threatening to invade this country with its mass merchandising approach. If that happens, and the federal government will rule on the application any day now, most other Canadian bookstores may follow the fate of that doomed outlet near the Winnipeg railway yards. Borders, which operates 323 American superstores, has annual sales of more than \$3.4 billion, as fines more than Canada's largest retailer, Chapters Inc., formed last year out of an amalgamation of Cokes Book Stores Ltd. and Smiths Books.

Bookstores are not like other retail outlets, any more than books are like umbrellas or pretzels. To sell or buy a book is a trans-



Have you ever seen a grown man cry?



Taylor Field packed with a record crowd for the Calgary game. *Illustration*

spirit here. I think it will be one of the best Grey Cup ever. Taylor Field will just be nodding."

Of course, Regina is the host of the CFL's first sell-out, where the Roughriders' last home game against the Calgary Stampeders drew a record 55,038 fans—equivalent to almost a third of the city's population. Regina is the throne of Grey Cup fever in a world apart from the troubles plaguing the CFL, from the voices of doom who say its much-hyped expansion to the United States—and the league itself—is in imminent danger. Last week, there were reports that the NFL's Cleveland Browns were heading for Baltimore, likely appearing out the CFL's Baltimore Stallions, the American expansion team that has proven most successful on the field and at the ticket office. The other four American teams played in sell-out crowds this year—before

as few as 5,280 lonely souls at Birmingham's 75,000-seat Legion Field. Some of the American owners are now calling for rule changes—a switch to U.S.-style four downs instead of the CFL's three, perhaps, or a hike in the CFL's \$2.5-million-a-season salary cap to allow them to woo marquee players. Other owners are talking of saving their teams to new cities.

Some Canadian teams are struggling, too. In fact, the league's bottom line is dropping fast—in an internal document estimated CFL team losses this year could go as high as \$34 million. League commissioner Larry Smith, the architect of expansion, argues that it has supported its struggling Canadian teams and is attracting strong Canadian owners. In the United States, though, "I think it's too early to say whether expansion will work," Smith adds. In the short term, league officials say they hope to trim costs and to achieve success mostly through stability among American franchises.

In the longer term, they still hope to win a major U.S. TV contract. But the CFL also has a full-back plan, retrofolding to an all-Canadian league. "What the CFL will not yet consider is American-style rules. There is a feeling," says the league's chief operating officer, Jeff Giles, "that changing the name or the rules would destroy the base of the business—which is Canadian football."

Certainly, there seems little tolerance for such changes in the CFL's heartland. The day before the high-school championship in Regina last week, Galefusa and

## SPORTS

# An affair of the heart

Regina's Grey Cup bash defies the doomsayers

BY MARY NEMETH

**S**ome 2,000 volunteers have been working as long as two years to pull it off—a Grey Cup party in the smallest CFL city to ever any bash that came before. Last week, workers in Regina were raising the Taylor Field scoreboard to accommodate more seating, and—after a chilly autumn storm blew in—heating and drying the score-covered artificial turf so that patrons could apply sponsors' logos. Other workers closed off a downtown street and began erecting a massive tent—big enough to hold nearly 800 Grey Cup-week celebrants at a time. Across town, store owners painted football players on their windows and residents strung their homes with green and white lights—the colors of their beloved Saskatchewan Roughriders. And although the home team did not even make the playoffs this year, Grey Cup organizers

had sold more than 52,000 tickets for the Nov. 20 game by late last week, just 2,000 short of their goal. "We're another five cities that usually host it," observes Matthew Galefusa, a Grade 12 student and a tackle with the Regina Roughriders, who played in the city high-school championships at Taylor Field last week. "But there's a lot of



## THE CFL SCOREBOARD

- Average attendance at Canadian games in the 1995 regular season: **24,467** (up more than seven per cent over 1994)
- Average attendance at American games: **16,305** (down more than 10 per cent for the two teams that played in the same city in both 1994 and 1995—Baltimore and Birmingham, Ala.)
- Record in regular-season games between American and Canadian teams this year: **American, 33 wins; Canadian, 20**
- U.S. teams that might switch cities at fold next year: **Baltimore, Birmingham, Ala., and Memphis, Tenn.**
- Average player salary in the CFL: **\$40,600**
- In the National Football League: **\$928,100**

teammate Jon Ilkharman talked of their hopes of playing university or college ball, and then of going on to the CFL—Ilkharman to follow in the footsteps of his father, Bryan, who played for Saskatchewan from 1978 to 1983 and again from 1986 to 1990. Both seem to be strongly of the idea Ilkharman should return the Canadian character, including a maximum quota of so-called import players. "It's a Canadian game and you have to keep Canadian in it," insists Ilkharman. "It's still our league," adds Galsano. "We let the Americans play in our league, but they have to play by our rules."

When Galsano and Ilkharman played on

Taylor Field last week, losing narrowly to Robert Usher College 13-8, the stadium looked positively cavernous. Its seating capacity has been doubled to just over 54,000, with scaffolding-like temporary seats erected behind the end zones. It was a knee-chilling 15°C the night of the high-school final. Grey Cup workers have put up plastic sheeting to try to minimize the wind chill in the concourse areas beneath the permanent seats, and they are peeing in heat. But they are also hoping that in all anniversary Jack Rabinovich, assistant vice-president of Grey Cup '95, has cautioned weather forecasts for the past 12 years and is projecting that, on the big day,

the temperature will be 5°C with winds from the south-southwest at just 18 km/h.

Some organizers, like the committee's president Bob Elard, have been volunteering since December, 1993, arranging everything from the expansion of Regina's Field to school sales and accommodation plans. With hotel rooms booked, they have set up a temporary 29 parks and made arrangements to billet visitors in private homes. They have also planned a parade, cabarets, parties, picnic breakfasts and gala dinners. Against everyone, from bartenders to parking lot attendants, will be a volunteer. "This is the biggest sporting event ever to hit this province," Elard says. "Unless you lived here, you'd have trouble understanding it, but this is a big deal here."

Football, of course, is a big deal in Saskatchewan at year long. The Roughriders have been around for more than eight decades. And with no other major professional sports franchise in the province, "we don't have another competing product," observes the team's general manager, Alan Ford. "It's something that the people of Saskatchewan are very proud of and don't want to lose." The team will come close to breaking even on its operations this year, officials say—and stands to make more than a million dollars from Grey Cup activities. Meanwhile, the western Riders drew an average of 26,500 people to their games, an all-time record. They regularly land fans from Prince Albert, four hours to the north, and occasionally from as far as Red Deer, Alta., where Doug Stapleton, a 35-year-old RCMP officer, arranges an 8-hour bus trip to a Roughriders game once a week. Support for the Riders is almost a responsibility to Saskatchewanians. "You're born with it," says Stapleton, who left Moose Jaw, Sask., in 1991. "It's sort of like family," adds Jackie Ruzinsky of Prince Albert. "And you're always there for family. I can get mad if they lose and criticize the coach—but, boy, don't you come here from Calgary and tell me what's wrong with my team."

Stapleton and Ruzinsky are both Rider Boys, two of some 300 volunteers signed throughout Saskatchewan and dotted in other provinces, representing the team, holding banners and selling tickets and merchandise—ensuring the community-owned team's survival even in the years when on-field heroes did not generate sufficient ticket sales. Said Murray Mearns, the Regina-based chairman of the Rider Boys: "There have been years when we've gone door-to-door selling single-game tickets." With that kind of commitment, there seems little doubt that the Riders will remain one of the CFL's bedrock franchises. Of course, there are people elsewhere who do not think the CFL itself will survive, at least not in its current form. There are even some who would like to see the NFL expand into Canada. But not many of them can be found in Regina, not amid the celebration this week leading up to Grey Cup day—maybe not even. □

## Some of Our Graduates are Called to the Bar



Karen Musicki BA LLB and Justin, Calgary Lawyer. Sisters MCOB members Edie

"No matter what anyone says, it is possible to be a single parent and complete a university degree. I did it twice. After becoming pregnant during my first year of university, I had some tough decisions to make (I wanted to raise my child and be a lawyer) the flexibility of Athabasca University's distance education program solved the dilemma. I was able to care for my baby and study at home. I could take courses year

round so I finished my BA in 2 1/2 years and was accepted into LLB at the University of Calgary. Home study taught me self-discipline, perseverance and I learned how to set and achieve goals—skills I used in law school and continue to benefit from as I practice.


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## PEOPLE

### WINNING WITH WORDS

It was a good old-fashioned stratagem—lots of preparation—that did the trick for David Boys in the World Scribble Championship in London, the 31-year-old Montserratian left the books, memorizing as many as he could of the thousands of words that appear in the British Scribble dictionary (but do not in the North American version). Last week, in the final match, he used his last three words out of those words, but (in archaic spelling of long), and correct a 134-to-300-point victory over New Yorker Joel Sherman. For prevailing over 66 contestants from 31 countries, Boys, a part-time psychology student at Concordia University in Montreal who earns his living as a stock manager at a credit-risk consultant company, won \$15,000 in prize money and a gold-plated



Boys: a Canadian world champion

Scribble set. The victory was all the more impressive in that Boys came relatively late to the game, at the age of 30. But he quickly developed an affinity. "In some games, I get a weird connection with the board," he said last week. "And besides, it's just fun." World-class last.

### WHAT THEY DID FOR LOVE

There was no unlikely love affair—Chicago mobster Sam Giancana and Phyllis McGuire of the McGuire Sisters, lead singer of the immensely popular 1950s and early 1960s trio. And according to John N. Smith, who directed *Scarface*, a made-for-TV movie about their romance, it was ultimately dull and sad. "I, Edgar Hoover, was personally outraged and stepped up FBI surveillance of Giancana," says the Toronto-based Smith, whose credits include the highly acclaimed *The Age of St. Vincent*. "No one was ever charged after the crime boss was shot in the back of the head. But in the movie *Scarface*, which premiered on Nov. 22 on this, Giancana's (John Cazale) is killed by other mobsters because they don't like the publicity his activities were bringing to their business. As for McGuire (Mary-Louise Parker), with her reputation as 'the sweet heart of America' destroyed, she became a recluse in a Las Vegas mansion. Says Smith: "It's a tragic story."



BY MICHAEL O'NEILL

Smith: a tragic story of a mobster and a singer

### FINE PERSPECTIVE

According to one of the country's foremost authors, the land of the Masai and Kenyan herders has succeeded in transforming itself into a "great literary center." Bombay-born Robinson Mittry, 43, should know. Last week, the Brampton, Ont.-based writer added the second annual Giller Prize to a list of awards that include the Governor General's Award and the Commonwealth Writers' Prize for Best Book of the Year. Mittry was also on the five-member shortlist for Britain's prestigious Booker Prize in 1991.

Mittry: a keen view of India from afar



Krueger: a little help from her friends

### A WELCOME ROLE

A stress Tina Krueger says she got the part of RCMP Const. Michelle Kouda on the CBC-TV drama *North of 60* quite by accident. Jeremie Wheeler, a friend from theatre in her home town of Winnipeg, landed a job writing on the show about the problems in the riot-prone community of Lynx River, N.W.T., and suggested that she send the producers a demonstration tape. "I didn't even know what a demo tape was," she recalls. She quickly learned and had a friend videotape her doing a scene in her kitchen—in only one take. It was enough to land her the part on the show, which is filmed just west of Calgary. Now, just North of 60 is entering its fourth season. Krueger, a Cree who moved with her family from northern Manitoba to Winnipeg when she was 4, says she realized that she has become a role model in the native community. And that, she says, is a welcome development. "I got there because of a lot of people," Krueger adds. "I can give that same kind of help to somebody else, that's terrific."

He won the Giller—which, at \$25,000, is the richest prize for English-language fiction in Canada—for his third book, *A Fine Balance*. The novel, which is set in India, follows the lives of two families, a student and a widow during a tumultuous period when emergency measures were imposed by the government of Indira Gandhi. Mittry says that living in Canada—a country he chose in the mid-1970s because of its stable political climate—gives him a clearer perspective on his native India. "When there is distance, the superficialities fall away and the core of the matter stands out more clearly," he says. It gives the phrase "gathering away from it" all a whole new meaning.

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# Backpack

ADVENTURE

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Snowboarding is no longer a fringe sport



Snowboarding at Blackcomb Mountain: enthusiasts of all ages

**H**ere, without question, the most successful ski resort operator in Canada, a man who has almost single-handedly revitalized a struggling industry with massive investments in new lifts, runs, restaurants and hotels. But this fell, much of Hugh Seythe's attention is focused on a different set of corners, snowboarders. On his desk at Blackcomb Mountain in Whistler, B.C., is a large binder containing, as he puts it, "everything you need to know about snowboarding." Need to that is an opening day to-do list filled with reminders: install special seats to make it easier for snowboarders to do up their bindings; have piles of fresh or manmade snow for jumps; make sure there is plenty of additional snow in the halfpipe; a steeply banked run used for starts and jumps. "We've supported snowboarding right from the start," says Seythe, who, as manager of resort operations for Intransit Corp., oversees three ski resorts in Canada and two in the United States. "And I think we are going to see it come on even stronger in the future."

Only a few years ago, snowboarding was widely considered a fringe activity with little prospect of expansion beyond its core market of young thrill-seeking males. But as Seythe and others can attest, the sport is now edging into the mainstream at an impressive pace. This year, snowboarders will total between 10 and 30 per cent of the 70 million visits to North American ski resorts. And as the sport gains legitimacy with endorsements from the Canadian Ski Patrol System and the Canadian Ski Instructors

Alliance, there appears to be few limits to its growth. Indeed, the organizers of the 1998 Winter Olympics in Nagano, Japan, are now listing it as a medal sport. "As recently as 1980, snowboarding was almost a cult lifestyle among a fairly tight age group," says Gaylene Nagel, director of marketing for New Westminter, B.C.-based Sims Snowboards, the world's second-largest snowboard manufacturer. "But now, snowboarding's demographics are definitely expanding."

When John Barber first tried snowboarding three years ago on a dare, he attracted more than his share of attention. "Everyone was wondering who the old guy was on the board," says Barber, 55, who owns a glass company in Guelph, Ont. Now entering his fourth season as a snowboarder, Barber is less of an oddity on the slopes. "Having stood since age four, snowboarding was new, it was different, and it was far faster than sking—I'm still losing every minute of it." That sure sounds a lot like what attracted Marie-Pierre Gendron, a second-year psychology major at the Université de Montréal. "For me, sking became boring," says Gendron, 25. "Snowboarding creates a new sensation, almost like floating on water."

The key to the popularity of snowboarding, a latter cousin of surfing and skateboarding, seems to lie in its pragmatic yet participatory mix of a relatively short period of time. "The appeal is definitely in the learning curve," says Veste Jackson, 32, a veteran skier technician from Ladner, B.C., who skied for more than 20 years before deciding it was time for something



Seythe: the sport has become a priority for many resort managers

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new. "With snowboarding, you notice improvements almost on a daily basis."

With snowboarding now attracting enthusiasts of all ages, resort operators are reaching out to embrace a lucrative new market. At Blackcomb, Canada's top resort with 972,388 skier visits last season, Smylie has virtually moved mountains to satisfy the growing number of snowboarders. "We have had focus groups with snowboarders to try to really understand what their needs, wants and wishes were," says Smylie. Over the past few years, those efforts have led to the construction of Blackcomb's own snowboard park and the opening of three retail shops dedicated to snowboarders. In addition, Smylie has hired Japanese and French speaking snowboard instructors to cater to the increasing volume of tourists. Smylie admits that the improvements at Blackcomb are more than just a symbolic gesture to appease a vocal minority. "By the year 2000, I predict that one-third to one-half of our skier visits will be snowboarders."

Payne special attention to the snowboarder as not a strategy exclusive to Smylie. Next door to Blackcomb, the Whistler resort is opening its own snowboard park this year, complete with a 300-foot layup. Stellar facilities are set to debut at Mont-Sainte-Anne in Quebec, the site of the first Snowboard World Cup in Canada in 1983. The resort's owners, Dallas-based Club Corporation International, located the new park directly under a quadriplectic chairlift, both to entice customers and to limit their exposure of the sport. "A lot of us are starting to cater towards snowboarders now," says Jeff Collingswood, marketing director at Newmarket's Markle Mountain, 10 km east of Cornerbrook. Collingswood, who has just hired a snowboard director to co-ordinate coaching, events and camps at his resort, is convinced the sport is here to stay. "Snowboarding is not just a fad—it has become an integral part of our winter activity."

"Snowboarding has not always been viewed as a family-friendly sport and convenient skiers. I think these kids brought a whole new attitude from the streets to the mountains, and initially there

was some resentment from the over-30 ski crowd," says Nagel. With their baggy clothes, dyed hair and special mountain language, the sport's pioneers were viewed as anarchists who just scraped snow to the bottom of the hills and got in the way of regular skiers.

Single economics helps to explain why resorts are now rushing to accommodate snowboarders. The downhill ski market has been stagnant since the late 1980s, and with spiralling costs, the number of ski resorts in North America has dropped to about 850 from 2,000 in the mid-1970s, hence snowboarding's transformation from sking's problem child to industry savior. "There is no question that if it weren't for snowboarding, the ski industry would probably be in trouble right now," says Ward Bond, who last year opened Canada's first all-snowboard mountain, The Ranch, in Bethany, Ont., 160 km northeast of Toronto. Ironically, with regional competitors such as Bear Mountain and Mount St. Louis Montserrat now also pursuing the snowboard crowd, Bond has decided to welcome conventional skiers this year to his resort.

ANDREW JACKSON

## BOARDING SCHOOL

A glossary of snowboarding terms:

**Freeriding:** snowboarding for fun on all types of terrain

**Jibbing:** a more aggressive style of snowboarding in which the rider bounces off steel or wooden railings, trees and other obstacles

**Riding fakie:** sliding backwards

**Half-pipe:** a trough dug out of snow, used for freestyle jumps and aerobatics

**Air:** what the rider gets after leaving a jump

**Oliver:** obtaining air without a jump, by lifting the front foot and then the back foot as the rider springs off the snowboard's tail

**Leaving it on:** moving a turn with smooth precision and speed like the rider's body is parallel to the ground

**Shovel:** the lifted or curved section of the snowboard at the nose

Snowboarding also works for Vancouver lawyer Richard Hamilton, who was killed in trying the sport three years ago by his son, Craig, now 29. After calling a poisoning first day—"I fell so much it was like being in the ring with Mike Tyson"—Hamilton, 48, is now a snowboarding regular, and has not touched his skiis in more than a year. "I still have the skiis and boots in my basement, but right now I'm enjoying the bumpy roads," says Hamilton. "I find it more exhilarating."

With snowboarding's soaring growth and the conversion of former skiers such as Hamilton, ski industry professionals are waking up to the reality that their business has changed, probably forever. "There will always be die-hard skiers, people who will ski all snowboard, and people who will just strictly snowboard," says Woody LeMasse, director of skier services at Mount St. Helens resort Jasper, Alta. Sliding enthusiasts, of course, remain convinced that snowboarding will never actually surpass their sport to become the new king of the hill. But if the current trend continues, it promises to become an increasingly important source of profits for resort owners. And that means Hugh Smylie will almost certainly have to add one more line in his to-do list: take all those new revenues to the bank.

JOHN CRAIG is in Vancouver

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## Backpack CALENDAR

Check page 20 during the Nov. feature.

**Dec. 2-3** *Whole Life Expo '95*, Metro  
Toronto Convention Centre. Over 175 ex-  
hibits of alternative foods and health tech-  
niques ranging from aromatherapy prod-  
ucts to herbal remedies. The Expo also  
features demonstrations by holistic prac-  
titioners from numerous disciplines: acupunc-  
ture, chiropractic, Chinese and western  
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**Dec. 8-9** *Songs of Capriano*, Province



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Dance Theatre, Toronto. Swathed in a robe  
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ern opera for solo voice.

## QUEBEC

**Nov. 28** *Fête des Patriotes*, St-Denis.  
Participants abroad must before arriving  
to a reception service at the monument  
commemorating the site of the Patriotes'  
victory over British troops in one of the  
most battles of the 1837 rebellion. After  
dinner, leads to a march in period of  
national fervor (the record of 5,000 was  
set in 1970, the year of the October Cri-  
sis). Organizers expect another large  
crowd this month.

**Nov. 26-Jan. 14** *Exhibition of crèches*,  
Rivière Estérée. The Saguenay-area  
town's annual presentation of more than  
200 nativity scenes from around the  
world, some carved in wax.

**Dec. 2, 12, 14, 20, 26** *Orpheus and Eurydice*,  
Place des Arts, Montreal. The Montreal  
Opéra's premiere presentation of Jacques  
Offenbach's comic opera, in which the un-  
derworld is full of gods facing the music  
and singing the Minotaur, features  
Hélène Fortin as Eurydice and Régis La-  
Garde as Orpheus. In French with English  
and French surtitles.

## NEW BRUNSWICK

**Nov. 18-Jan. 14** *In Celebration* Paintings  
by Mary Lamb Babak and Francis Babak.  
Beverlybrook Art Gallery, Fredericton. The  
Gallery has gathered 20 oil paintings from its  
own collection, provide owners and the artists  
themselves for an exhibition honoring the  
nationally known New Brunswick artists for  
their receipt of the Order of Canada.

## NOVA SCOTIA

**Dec. 9, 10, 16, 17** *Norwix*, Sir James  
Dundas Theatre, Halifax. The Youth Perfor-  
mance Co. of the Neptune Theatre presents

its musical version of C.S. Lewis's Christmas  
allegory for children, *The Lion, the Witch  
and the Wardrobe*.

## PRINCE EDWARD ISLAND

**Nov. 28-Dec. 17** *Japanese Kites and  
Tops*, Epitaph Centre, Summerside. An exhi-  
bition sponsored by the Treasury of Japan  
and the Japan Foundation of 80 kites and  
180 spinning tops made by Japanese artists.

## NEWFOUNDLAND

**Dec. 6-10, 13-17** *The Netrunner*, Arts  
and Culture Centre, St. John's. The tradi-  
tional Christmas story as dance and music,  
featuring guest artists from the National  
Ballet and the National Ballet School.

## NORTHWEST TERRITORIES

**Dec. 8-9** *Choral Society Christmas Con-  
cert*, Northern Arts and Cultural Centre,  
Yellowknife. The Society sings Palestrina's  
16th-century work *O Magnum Mysterium*  
and a selection of Christmas favorites.

## YUKON

**Nov. 23-Dec. 2** *Bye Bye Birdie*, Yukon  
Arts Centre, Whitehorse. The Golden Horn  
Musical Theatre presents the '60s musical  
comedy loosely based on Elvis Presley's in-  
duction into the U.S. Army. □

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## BOOKS

# A new literary storm

BY DIANE TURBIDE

Talk about running on someone's parade. For the past few weeks, Larry Stevenson, president and CEO of the Chapters bookstore chain, has been putting the finishing touches on his first two superstores, both at least seven times larger than the company's average mall outlet. One is opening this week in Burlington, Ont., 60 km west of Toronto, and the other on Nov. 30 in the Vancouver suburb of Burnaby. Designed as a sort of literary community centre, each store features a café, comfortable lounge area and a huge inventory of books, magazines and book-related CD-ROMs. But Stevenson's plan to open 30 such superstores across the country may be felled as soon by fiercest competition from the south across the border. New York City-based Barnes & Noble Inc., the world's largest bookelling firm, and its Asian counterpart, Borders Group Inc., based in Ann Arbor, Mich., appear poised to extend their empires into the Canadian market. And the domestic book industry—still adjusting to the merger of the Cdn and Southbooks chains into Chapters in April and the launch of its superstore—may be now reeling over the possible arrival of the American drons.

There is more than a little irony in the fact that Stevenson's strategy to build superstores is based on an American model. During the 1980s, the two U.S. chains have galvanized the American book industry by rapidly expanding the superstore business. Barnes & Noble currently operates

322, while Borders has 169 (the two chains also dominate in malls, with Barnes & Noble owning 672 outlets and Borders, 1,000). And they have increased their share of the book-selling market to 27 from 18 per cent at the start of the decade—each now has revenues of roughly \$2.5 billion. The country's first superstore along the lines of the American model, Borders's in downtown Vancouver, opened in July. As for his own experiment with the concept, Stevenson says he expects Chapters superstores to have a lot of appeal for families. "People can show up, sit at 10 o'clock on a Sunday morning and bring their kids to listen to a reading," he says. "Meanwhile, they can grab a coffee, read the papers, maybe try a book, maybe not. The idea is to make the store fun for everyone."

Stevenson plans to open a third Chapters superstore—at 60,000 square feet, as large as—down town Toronto next spring. But by then he may be facing more competition than he originally anticipated. Book industry sources say that Borders has paid \$100,000 to extend the lease option on a prime location in the Maudslayi Centre, across the street from the Chapters site. Whether or not that rumor is true, it is clear that both Borders and Barnes & Noble are eyeing the waters in Canada. Early this month, representatives from Barnes & Noble met with 18 Canadian publishers and book wholesalers to discuss the company's entry into the Canadian market, estimated

at \$1.6 billion. The Barnes & Noble team included three former Chapters executives. And Borders (which combines books and music in some of its stores) held similar meetings in May. "I'd like to think we could compete," says Stevenson. "But it would be a bit foolhardy to say that we could take on a retailer who is not twice our size and knows them all their personnel."

Stevenson says that he will be forced to find an American partner at either chain moves into Canada and buys directly from the United States instead of from Canadian distributors. "It's simply a question of a level playing field," he says, explaining that the world would need a U.S. partner to command the same sort of purchasing scope. Meanwhile, Stevenson says, the arrival of the American chains could also mean the demise of many independent retailers.

But there is more at risk, many Canadian industry people argue, than the crowding out of domestic bookellers, especially if Ottawa does not set conditions on any entry by Barnes & Noble and Borders. Richard King, co-owner of Montreal's Paragraph Bookstore and a past president of the Canadian Bookellers Association, is unimpressed in his assessment of the American chains' impact, with or without conditions from Ottawa. "They will destroy the Canadian book industry," he says, "and that includes publishing, distribution and retailing. And they will do it within five years."

Not everyone is as vehement as King, but his comments illustrate the strong feelings about the issue. For some publishers, the crucial issue is not whether the mega-chains come in, but the terms under which they would operate in Canada. According to federal regulations governing culturally sensitive industries, a foreign company wishing to operate in Canada must seek a Canadian partner. What is more, that partner must have effective control of the venture, so that decisions affecting the Canadian

market are made by Canadians. Avi Bennett, owner of Toronto-based McClelland & Stewart and one of the publishers who met with both Barnes & Noble and Borders, sums up the ambivalence in the publishing industry. "I

the books find a Canadian partner and are committed to purchasing their books from Canadian sources. But we welcome them." But if the giant chains were to buy their foreign titles outside of Canada instead of from Canadian agents, he explains, then McClelland & Stewart and many other publishers would suffer huge losses. "About half our revenues come from distributing American and British titles in Canada," Bennett told Maclean's, adding that any infringement of those exclusive rights "would be cause for serious concern. If they treat Canada as part of the U.S. and ship books to their Canadian stores from warehouses

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What Matters to Canadians

in Ann Arbor, Mich., then I'd be very unhappy to see them here."

Some publishers are very optimistic: they are convinced that the U.S. clause will not only keep foreign titles from Canadian distributors, but also provide attractive new outlets for books. Says Ed Carson, president and CEO of Random House Canada, a branch plant of a U.S. publishing house, "Hansen & Noble has given every indication that they are going to co-operate with our laws and with Canadian publishers and respect the Canadian marketplace. I think that publishers and consumers will benefit."

Jack Schofield, owner of Toronto-based General Skindler Publishing, notes that many companies subsidize their Canadian publishing program with the money they earn distributing foreign titles (General Skindler's own 500-employee operation does more than two-thirds of its revenue from distribution). If that source of revenue is damaged because the clause curbs Canadian sources to stock their shelves, he argues, then many Canadian books might never get released at all. "Sure, the *Absolutes* and Robertson-Dowson would still get published, but what about the other 80 per cent who are developed every year?" says Schofield. Noting that publishers were already hit by a 34-per-cent cut in federal grants this year, he added, "There is a danger that the whole creative industry will be wiped out."

The ball appears to be in Ottawa's court.

And so far the government remains mum. Industry Canada bureaucrats, bound by confidentiality, will not confirm that either of the two clauses has made a formal application. Berdora has returned the Ottawa-based Earncliffe Strategy Group as a lobbyist since Feb. 28, but since it registered for Hansen & Noble, that a ruling against the clause would likely not sit well in American trade circles and would entrench Ottawa in controversy.

### Ottawa's decision could change the face of the book business

Even if one or both of the American clauses lean up with a Canadian partner, book industry veterans are worried that fast pressure would be a mere "shell company" with its U.S. partner exercising real control. "This can't be another Canada-U.S. co-dependence story," declares Scott McIntyre, co-owner of the Vancouver-based Douglas and McIntyre publishing house. "The key issues are effective control and purchasing in Canada. Surely by now, people in this coun-

try are agreed that books and films are not widgets and tires. Investment Canada must start acting as if this is a sovereign country."

For his part, Stevenson does not believe that in the long run Ottawa could prevent the U.S. parent clause from simply striking separate deals with U.S. publishers—deals that would effectively eliminate the Canadian middlemen for many foreign titles. The books would then simply be shipped north from U.S. warehouses. While that might violate the spirit of the foreign investment guidelines, he believes that the technical compliance would have been met by setting up the Canadian outlet. "All I'm saying is that I don't know why a U.S. firm would continue to pay a premium to subsidize Canadian culture." Another prominent player in the industry, however, dismisses that scenario as "paranoia," arguing that the retail chains would not want to handle cumbersome cross-border transactions.

Stevenson, meanwhile, bristly admits that his company stands to make money by selling off his operation to one of the chains. The man who holds of Chapters as Canadian General Capital Ltd., which represents two Canadian pension funds and the Toronto Dominion Bank, while Seaform Inc. and Stevenson's Publisher Capital hold minority stakes. But he insists that his intention is "to remain a Canadian company I've said that from day one." And he stresses that the whole situation hinges on a question



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## BOOKS

of public policy. "Whether or not Canadians want to have a vibrant Canadian book industry," Stevenson says, "the government should set up a task force before making a decision."

If the upsurge for chapters investors is the possibility of a lucrative American market, the prospects for most independent bookstores appear dimmer in the United States, the independents' share of the market has drastically declined, from 44 per cent in 1983 to 39 per cent in 1994, while the chains' share has increased by 9 percentage points in the same period. (The rest of the pie has been eaten up by such general retailers as Wal-Mart and Price Club, a trend ignored here.)

Celia Dusha, owner of the Dusha's Books mini-chain in Vancouver, distills what she calls the predatory strategy of the superstore—American or Canadian. "They get in as far as some where where there is already a healthy independent store and dip the business away," she argues. "They're not serving areas where a good bookstore is needed." Still, she remains sanguine. "Some people praise the service and selection of a smaller store," says Dusha, whose business comprises seven branches and who recently won the coveted contract to set up a bookstore in Vancouver's airport. "This business is tricky, experience and expertise—knowing who your customers are—really count."

Duffie points out that since July she has been competing with Indigo's, located in the landmark Strick Building at Granville and Georgia streets. Established by Tom Bellas, a former Kentuckian who developed and sold a chain of optical stores, the 12,000-square-foot outlet stocks 56,000 titles and houses a cafe. It also hosts events ranging from their guitar jams and bingo playing to performances by the winners of a 24-hour playwriting contest.

The relatively friendly book-selling environment in Vancouver and elsewhere could change drastically if the megachains bring their war north of the border. Thomas Rank, executive director of the American Booksellers Association, warns that the struggle can be brutal. Recently, the two chains set up competing superstores in Barnes, Idaho, a city of roughly 150,000. "They added 80,000 square feet of book-selling space in a city already served by seven independent stores. I would expect they would do the same thing in Toronto or Vancouver." His advice to Canadian booksellers: "Keep your head down."

But as the players in the book industry have their heads up and their cars honk in Ottawa, while some readers line for their lines, publishers hope that the federal government will protect Canadian publishing. "Culture is what people do when they believe in themselves," says McIntyre. "The Liberals have historically understood this. And even the recent referendum results, with English Canada made more aware of its own fragile unity, he says. "Now, more than ever, supporting Canadian culture is good politics as well as good policy." With that call to arms, Industry Minister John Manley's upcoming decree will speak volumes. □

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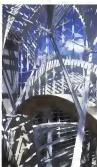
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# 680 News

## ALL NEWS RADIO

# Wall to Wall Coverage

### BOOKS

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by Will Friedwald  
(Doubon, 357 pages, \$40)

Frank Sinatra is not supposed to be a nice guy. Books including Earl Wilson's *Sinatra* (1970) and Kitty Kelley's *The Way We Live Now* (1988) have made allegations about his infidelities, his emotional brutality, his short temper, his assaults on members of the press, his Mafia connections and other shortcomings. Given the outrageous debauchery of young rock stars, Sinatra's crimes against propriety seem almost quaint. And none of them can be heard in his work. Listening to *One for My Baby, Agent X-9* or *If You Are But a Dream*, you hear a performer who can personally be the emotional core of a three-minute pop song and put it across with a beautifully descriptive emotional light, sensitive touch. And it is that ability—in development, maturation, refinement and eventual frustration—that Will Friedwald traces in *Sinatra! The Song & the Man*. He shows how the singer, who turns 50 on Dec. 12, learned from his musical collaborators, refined his work, became more subtle and intelligent in his interpretations, then badly seemed to forget everything he ever knew about how to sing a song or which songs were worth singing.

Friedwald starts out by focusing on Hoboken, N.J.-born Sinatra's work with small bands in and around his home town, following his musical apprenticeship as the "big singer" for the big bands of trombonists Harry James and Tommy Dorsey. The lessons learned on these bandstands in the late 1930s and early 1940s produced the Sinatra who went on to induce swooning and frantic adulation among the baby boomers of the late 1950s. His complete command of the sophisticated pop-swing repertoire allowed him to convincingly portray a romantic vulnerability that teenage girls found irresistible. But as the author makes clear, Sinatra was at the worst time winning the admiration of other singers and musicians by finding new ways to dramatize the emotion and mystery of the music at whatever national was at his fingertips at the time. After his career stalled out the dawn of the 1950s, he came back to achieve his artistic peak. When Capitol signed Sinatra, by then 37, in March of 1953, everything clicked. Sinatra had something to prove.

He really worked on those Capitol recordings, while making it seem as though singing the songs was effortless. His acoustic guitar accompaniment was given lively, sympathetic readings by Billy May, Gordon Jenkins and Nelson Riddle, all of whom shared Sinatra's sensibilities and devised arrangements that suited both the singer and the songs (outspoken-



Of *Blue Eyes* in 1943: effortless

able) The *Thin Alley* standards and Broadway grand. Every recording is framed by maturity and sophisticated restraint. The result was a string of seven sterling albums, which included classic renditions of such songs as

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## BOOKS

*Let's Get Away from It All, Zakari's A Chance on Love and Steve Fall on Alabama.*

But less than 30 years after signing with Capitol, Sinatra launched his own label, Reprise. Friedwald suggests that the demands of running the label and a certain complacency interlarded with the singer's craft. Sinatra began recording ill-considered novelties and labored attempts to be "hip." Listening to some of these adversely chart-topping songs from the singer's Rat Pack era—*High Hopes* (1959) and *Sweetest Nothings* (1967)—as for Sinatra classics, his wailing a digitized note dance drunkenly at a wedding. This date buttressed out with the two recent *Duke* collections, both of which feature Sinatra trudging through the motions alongside the phonetic posturing of such spectacularly unsuitable partners as Ella Fitzgerald and Willie Nelson.

Throughout Sinatra's *The Song Is You*, Friedwald's scholarship is exhaustive, detailed and impressive. Sinatra turned down the author's interview requests, but Friedwald compensates with masterfully pieced-together excerpts from interviews that The Chairman of the Board granted to author Sidney Zion, broadcaster Larry King and others. Friedwald bolstered his research by interlarding dozens of players who worked with Sinatra in the recording studio or on the road. He has obviously scrutinized every sound Sinatra ever made within listening distance of a recording device.

Woody Allen crystallized the difficulty of writing a book like this by observing that "writing about music is like drawing about architecture," but Friedwald's knowledge of music—its structure, practice and theory in both composition and performance—and his ability to explain such potentially arcane matters for a lay readership make the book enlightening and informative. His writing is clear and lucid. Except for occasional too-cute punning, his style is engaging and readable.

The only serious fault lies in Friedwald's lack of objectivity when it comes most, he cannot bring himself to come right out and label any artistic choice of Sinatra's disastrous, even when that fact is inescapable. Another shortcoming in his apparent inability to appreciate any music composed after 1955. His writing off of rock 'n' roll, folk and soul as "middle-class" suggests that he has never listened to interlarded pop music with the same acuity he brings to bear on pieces written in the first half of the century. Titles such as John Lennon and Paul McCartney's *Yesterday* may not have been right for Sinatra, but that doesn't make them thermonuclear.

After the careful listening by Sinatra's unacknowledged biographers, Friedwald's article for *CF Blue* Type is at worst understandable, and at best, capable of being discounted as the work of a true fan. And who better to offer such a thorough appreciation of the only respect of Frank Sinatra's life that really matters?

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BOOKS

## How do cities grow?

### Trying to solve the riddle of urban evolution

**H**ow important are planning and the actions of individuals in urban development? Does a government, underlying those of cities govern how they grow? Two new books by prominent authors attempt to answer these questions. *Urban Form and Process* by Peter J. Jacobs and Robert K. Murray explores the urban form and process in cities throughout North America, the other by focusing on Canada's largest metropolitan in *City City: Urban Experimentation in a New World* (HarperCollins, \$27), architect and Montreal native Peter J. Jacobs and his wife, Rosalyn, describe and document throughout this century, trying to find common denominators in how six cities have evolved. In *Accreted City: The Transformation of Toronto* (Maclelland, \$24.95), Robert K. Murray, a cultural pundit (Robert Finked) explores the nuclei and crannies of the city in which he has lived for his entire life. Both books offer some provocative observations and in fact, both, like the one, *Spaceman's Landing* and *City City*.

[illegible]

laying out New York City's Central Park in 1858 and French architect Le Corbusier, on discovering the soaring towers of Manhattan in 1925, declaring Europe obsolete.

The author relates the poignant struggles to impart coherence and sometimes beauty and meaning to the chaos of the New World. The relatively untrammelled marketplace in North America's cheap, abundant land and the author's fascination with personal mobility have undermined most attempts

to fashion generous public spaces in North America. The gridiron, providing the easiest and quickest way to subdivide land, ultimately triumphed over more complex and interesting town plans. Vertical streams of corporate towers supplanted visions of horizontal harmony by mid-rise buildings. And the early "garden" suburbs which sprang up on the first part of this century—including Cleveland's Shaker Heights, Montclair,

suburb annexed by Philadelphia in 1854 that he now calls home. It serves as his model for a "slightly urbanized Annapolis" that can meet the deeply rooted aspirations of Americans for land, self-expression and privacy while still offering the pleasures of pedestrian-friendly urban life, heterogeneity, vitality and community spirit.

In the end, Rybczynski's most persuasive metaphor for past and future success in North American cities is jazz. "This is a subtle sort of urban design," he writes, "that proceeds not from a predelineated master plan, but from the process of building itself. If Puritan planning in the grand manner can be likened to carefully scored symphonic music, the New England town is like jazz. It involves improvisation, and as in jazz, this does not mean that the result is accidental or that there are no rules."

Carleton Place, while like cities Montreal and Toronto a number of times, Rybczakowski fails to really acknowledge the significant differences between Canadian and American cities. Fullerton, on the other hand, is entirely focused on *Ancient City*, on the peculiarity of Toronto and its remarkable transformation from "a sanctimonious leech-bag" into "this bath-metropolis of the Orange Lodge" in the 1940s into a "private city that finally became public" as a great polyglot, overcrowded metropolis of the 1990s.

As his quest to explain it is transformed, Fallard devotes a chapter each to 14 selected storage points, including the circular New City Hall and the CN Tower in the end, as his title suggests, he is tempted to attribute outcomes to serendipity and chance. This concept of randomness or urban accident is, however, a much less plausible way of describing the opacities of a city's development than the improvisations inspired by Robert Rietveld's *see no hear*.

he provides rare insights into the subtleties of deeply ingrained cultural reflexes. "A defensive ambivalence is our local style," he writes, "bred in the bone of born Torontonians and, quickly adopted as protective coloration by newcomers... we wonder whether we haven't made some gigantic mistake in building so much, so high, so fast." As Torontonians balance their instinct to protect themselves from unbridled growth, they see—despite Pallone's belief in modernism—working out the distinctive counterpoint of a unique strain of urban man.



Central Park in New York City: coherence and beauty

Mount Royal and Toronto's Lanside—became supplanted by a mass-produced, price-sensitive suburban "product" with low riding costs.

The current urban/suburban conditions of most Americans involves an almost total reliance on the car, highly diverse class and racial politics, the hollowing out of many city centers and the retreat of an estimated 38 million people in the United States into private, gated enclaves. Still, in the face of these realities, Rybcynski also discovers some harbingers of better things to come. He is cautiously optimistic in describing the resilience and appeal of Chestnut Hill, the city



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## THEATRE

# A river of surprises

Robert Lepage again displays his stage genius

THE SEVEN STREAMS  
OF THE RIVER OTO  
Directed by Robert Lepage

There has always been a hint of Japan in Robert Lepage's theatrical works. From their awesomely stylized beauty to their nuanced pacing, shows such as *The Dragon's Trilogy* (1988) and *Phœbe* (1989) are jaw-droppingly reminiscent of traditional Japanese theatre. So it is really surprising that Canada's greatest dramatic playwright should have created a play that says direct homage to Japan. *The Seven Streams of the River Ota* is an epic set largely in Shinjuku, spanning 50 years of post-Second World War history. It lasts 4½ hours (including three 20-minute intermissions and an hour-long supper break).

Yet the work is actually Western, with two more sections yet to be added to the five that received their Canadian premiere last week at Toronto's Harbourfront complex as part of the Tokyo's Japan Festival. In constant evolution since it was first staged at the Edinburgh Festival last year, *The Seven Streams of the River Ota* has already played in several world capitals, including Tokyo, where audiences were charmed by Lepage's legendary games for theatrical surprise.

Like all Lepage shows, *Seven Streams* is beautiful to look at. Designer Carl Filion's set recalls a traditional Japanese room with slide doors that can slide back to reveal the rooms inside, or—at either terminus—cross taking place in Europe and North America. Sometimes mirrors appear, or screens showing projected film and video images. But through all these magical transitions, the essence of the house persists—leading the show a deep stylistic unity while reminding the audience of what is essential and enduring in human culture.

It is in this house that Luke O'Connor Patrick Goyette, an American actor photographer recording the damage done to

Hayashina, first meets Naozumi (Goro Matsui). A Japanese woman, in 1945 lastingly repelled by her disfigured face—the result of the atomic bomb—Luke eventually falls in love with her. Lepage has managed their scenes of courtship so expertly that every gesture becomes significant. It's fascinating to observe how Luke's rather slowly



Director: shocking and mysterious transformations

way of moving is transformed by Naozumi's slow grace and both seem to revolve in a business dance. At such moments Lepage seems to be bringing the scene close to its ancient roots in religious ceremony. Luke and Naozumi's romance has a mystic quality, as though everything they say and do will have significance for all time.

It is entirely fitting, then, that the narrative thread that winds through *Seven Streams* has its beginning in their first love and Naozumi

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# THEATRE

James is now Jeffrey (Frank Goyette), who as a young man goes to live in New York City. There he meets a Czech emigre, Jani Gajek (the young Jani is played by Miles Browned, the older by Ghislaine Vance). Jeffrey teaches Jani how to take and develop photographs, and she eventually becomes a famous photographer. When, in the 1930s, Jeffrey becomes ill-positive and controls suicide to escape the ravages of AIDS, he bequeaths the Hurschman house to his friend. The pivotal character in this play, Jani, is a survivor of the Nazi death camps. Her monologues—portrayed vividly on stage—reflect the horror of the Holocaust and allow Legaye to ruminate on both the terrible destructiveness of the 20th century and the resilience of his services.

Some scenes will leave as the road leaves Jeffrey's doctor-sentenced suicide—which takes place in the presence of supportive friends—is a disturbing mixture of banality and horror. At other times, Legaye's visual images seem to open a window in the viewer's mind. At one point, Jani takes pictures of Pierre (Dimitrios Daskalakis), a village



Cadieux: Hollywood's million cannot buy such magic

play student from Montreal who is living in her house. Pierre puts on an old gown for the occasion, and as he twists into various poses, he disappears in his folds to be replaced by other figures from Jani's life—portrayed by actors who take Pierre's place in the voluminous garment. The transformations are both eerie and shocking, and underline just how fluid individual identity really is.

The sheer length of the show makes a certain uneasiness inevitable. The dialogue, which was a rather stilted drawing of life in

the past, sometimes slips to a tedious realism. But even so, Legaye has created such a richly textured experience that there is always something to catch the audience's interest. Michel Chiu's continuous percussive accompaniment—he is a whirling no-time band among his cymbals and chimes—is a whole show in itself.

Legaye is a deeply poetic artist who likes to challenge the viewer's imagination. When, late in the play, he introduces large puppets to illustrate a story line, he makes little attempt to hide their busyness. In those and other

scenes, Legaye daringly reveals the gimmickry behind his illusions—and so tests and extends the audience's power of belief. That is very different from the easy realism spawned up by so much television and film, and helps explain why Legaye will never outgrow the movies. Yet the growing number of people worldwide who go to see his shows suggests there is a hunger for his kind of magic—the kind Hollywood's millions cannot buy.

—DAVID WILKINSON

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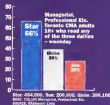
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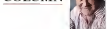
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# Bad ballots, the RCMP and P.E.T.

BY ALLAN FOTHERINGHAM

Some years ago, when I still had a sense of humor, I was driving my kids to hockey practice in Vancouver. At a red light, there was on the corner one of these familiar loonies, a wild-eyed yep with a wicked face who was shaking his fist in the air and screaming at God.

"See that guy?" I said to my daughter, perhaps 9. "No comment?" Her eyes bulged. A set, in the back seat, perhaps 12, said: "Probably still a 'You can't get no respect'."

The other day, a similar suspect was encountered on a sidewalk in Toronto. It was about 2 p.m. and perhaps he had enjoyed a rather good lunch. It wasn't the worst part of town, nor the best, sort of in-between. Some three blocks to the west was The House That Coon. (If you can't beat 'em in the alley you can't beat 'em on the ice.) Maybe Built the Moon of hockey, Maple Leaf Gardens.

Two blocks to the east was Cabagtown, formerly downtown but now speckled with trendy cafes and trendy professors who think it best to mix with real ones.

This sidewalk was different. He wore a camel-hair trenchcoat and his shoes had been shined within the last year. You could have brought him home to mother. But he was wearing, screaming at the riders and hailing into the air all the change he could find in his pockets. I asked him what he was looking for. "Vaseline," he replied.

It occurred to me at that moment that there was a man who could possibly answer the pressing questions that have been puzzling this scribbler, and perhaps other Canadians, in the past weeks.

What, for example, was going through the mind of the disgraced saxophone player in the 24 Sussex Drive security bid the night they thought it was just an innocent cartoon that tripped the burglar alarm?

We are now told that someone pulled from the RCMP Musical Ride, with no special security training, was one of the horsemen who stumbled through the night. The Prime Minister arrived only with an inert carving, no doubt horrified from the Art Block.



We would like the answer to these questions, the man in the camel-hair coat, swinging out a Toronto sidewalk, quite obviously an able to make any sense out of it as anything we have heard yet out of Ottawa.

It might be useful to ask him if Jacques Parizeau remembers that his first wife, a classy lady who died of cancer, was French. By the logic of late news-media night TV rant, her wife would not have been equal to him. Since she was an "elfin," possibly the man on the sidewalk could define the philosophical logic therein.

With any luck, this chap happens to hit strange aircraft with spare change could explain how some 30 per cent of the Montreal area, riding of Chénier who know how to work in X a year ago in the provincial election mysteriously lost the gift by Oct. 30 and had their ballots disqualified because their markings were too atrocious. Joe Stedward

or too something. What they were, of course, was too effusive, ballots sometimes carrying that embarrassing burden. As they were in the ridings of Lucien Bouchard and Marc-André Beaudry, stuck with all those ballroom immigrants, where the rejected ballots were twice and three times the provincial average.

Only 53,488 Quebec voters separated the No winners from the Yes losers. Strangely enough, 86,675 ballots were rejected as "spoiled." Only a man who could afford to front loaders at 747s in the skies above could explain this.

We would also like to ask him why one of the major Canadian newspapers, with all their resources, does not explain to readers how our very own finance minister, Paul Martin—formerly a nice guy—who ends from to back in their beds manages his fortune by having his shipping empire reassured shippers to avoid—not evade—Canadian taxes, just asking.

There are so many questions that have this emphasis strangled, missing perhaps that the chap on the sidewalk might provide some answers. Would Premier Manning, if he could do it again, actually think he would contribute his wisdom to the news-media campaign?

Would Quebec deputy premier Bernard Landry, given a second chance, have gone back to his hotel at 3 a.m. after the vote and berated the Mexican clerk—who had only lived in Quebec for 25 years?

Would the grannies of the Canadian Football League have plundered clubs in some abandoned Las Vegas, now-abandoned Sacramento, soon-to-be abandoned Baltimore, instead of concentrating on Montreal and Halifax? At a time when Regina is going to have a

larger attendance next week for the Grey Cup than has ever showed up at Toronto's SkyDome or Vancouver's domed pitch?

The wobbly guy in Hogtown might have some sage thoughts—since no one else does—on why the bright minds in Ottawa rejected the scraggy old stallion in the oval. Pierre Elliott Trudeau, who as he has finally confessed had to "sit on my hands" and let him fly rather than rebuke Lucien Bouchard's "ben." You gotta fight like with the J. Chrétien must be good with an instinct carving as a weapon. His tongue is no substitute.

Is there anyone in the country who has been so embarrassed because of his performance in the fever described above as Jean Chrétien? Why doesn't he have a party? Does he have a future? He made the rest—two of them disgraced, another one frightened and dumfounded—look so elegant.

If only I could connect with that coat.

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